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Chaplain

CHAPLAIN SERVICE READINESS MANUAL

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This manual provides information and guidance for Air Force Chaplain Service Readiness planning procedures and execution. It outlines the basic structure and objectives of Chaplain Readiness Teams (CRT), and describes responsibilities, training, and requirements to plan, prepare, and execute chaplain operations at any level of Air Force operations for the Chaplain Service. It is used in conjunction with AFD 10-4, *Operations Planning*; AFD 52-1, *Chaplain Service*; and AFI 52-101, *Chaplain Service Responsibilities and Procedures*. The manual applies to all levels of command (Active, Air Force Reserve, and Guard). It implements Department of Defense (DoD) Directive 1300.17, 3 February 1988, and Joint Chiefs of Staff (JCS) Publication 1-05.

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

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Chapter 1

CHAPLAIN READINESS TEAM (CRT)

1.1. CRT Definition. The USAF War and Mobilization Plan (WMP), Volume 1, Annex X defines CRT as “The Air Force Chaplain Service doctrine to provide religious support during war, contingency operations, national emergency, or exercise.” CRTs are Chaplain Service personnel deployment configurations designed to meet Chaplain Service readiness requirements at contingency/deployment beddown (employment) locations. The CRT doctrine is founded on the tenets of teamwork, flexibility, unit integrity, and unity of effort.

1.2. CRT Organization. CRT organization does not attempt to place a value judgment on the exact personnel make up of a CRT but supports a building block approach for establishing the required team size of any given CRT. Consequently, a CRT can consist of any combination of chaplains and Chaplain Service Support personnel (CSSP). The most basic configuration of a CRT is one chaplain and one CSSP. The core CRT configuration for deliberate planning includes eight Chaplain Service personnel: four who are embedded by UTC into a lead combat/support wing headquarters core package and four who are functionally tasked as follow-on support. The lead combat/support wing headquarters Chaplain Service requirements include one senior chaplain, an NCOIC, one support chaplain and one support CSSP. Core follow-on support includes two chaplains and two Chaplain Service Support personnel. The embedding of Chaplain Service personnel into lead combat wing headquarters core packages supports the “Lead/Follow-on” concept found in AFMAN 10-401 (See figure 1.1). Additional Chaplain Service personnel may also be functionally tasked by MAJCOM Chaplain Service readiness planners to support increased deployment follow-on requirements based on beddown populations and missions. The aggregate of all Chaplain Service personnel at a beddown location constitutes the overall CRT at that location and are under the supervision of a lead senior chaplain. Unless unusual circumstances exist, the earliest arriving senior chaplain--either earliest Required Delivery Date (RDD) or potential early arrival due to deterrent options--is the lead senior chaplain. Priority for designating lead senior chaplain status is normally active duty before Guard/Reserve.

Table 1.1. Chaplain Function UTCs Embedded in Lead Combat Wing/Group Headquarters Core Packages.

AFMAN 10-401 5.1 Excerpts.				
Nomenclature	Element	Target UTC	Substitute(s)	Notes
(Lead Combat Core)	Wing/Group Command	9AAxx	None	Contains Core UTC Package Commander; 9AAxx includes Judge Advocate, Chaplain, Public Affairs, Safety, Manpower, Social Actions, Historian, Command Post/MOC Executive Office & IM Support

(Lead Support Core)	Chaplain	XFFC2 & XFFC3	Replace XFFC3 w/ XFFC1	XFFC4 provides command element (included in 9AAxx)
NOTE: Chaplain Service core follow-on requirements include 1 XFFC1, 2 XFFC2, 1 XFFC3 and are functionally tasked by MAJCOM Chaplain Service readiness planners.				

1.2.1. Based on mission requirements, the MAJCOM chaplain readiness planner responsible for an area of operations (AOR) determines the number of personnel needed for a CRT at each beddown location as well as the chaplain faith groups required to support the deployment tasking. The chaplain readiness planner accomplishes this by identifying the right mix of Chaplain Service personnel AFSCs (chaplains AFSCs with suffix; see paragraph 1.3) required at each beddown and loading them in UTC format into the Time-Phased Force Deployment Data (TPFDD) base. **Table 1.2.** provides a baseline of chaplain UTCs required at beddown locations based on beddown populations. MAJCOM chaplain readiness planners responsible for TPFDD maintenance also consider the beddown location's mission and adjust Chaplain Service personnel combat support requirements accordingly.

1.2.2. UTC Mission Capability Statements (MISCAP) are used to describe the AFSCs, faith groups, grades, and skill levels for forming CRTs. AFI 10-403, *Deployment Planning*, allows UTC tasking substitutions of one grade up or down for officers and two skill levels up or one down for enlisted, as long as the designated personnel can meet all functional requirements. Refer to the UTC MISCAP statements in **Attachment 2** for specific Chaplain Service substitution policies. All tasked CRT members must be fully trained and immediately available to deploy.

Table 1.2. Lead Combat Wing Headquarters Core Packages and XFFCX Beddown Staffing Distribution.

CORE PKG	NOTES	XFFC 1	XFFC 2	XFFC 3	XFFC 4	XFFC 5	XFFC 6	XFFC 7	TOTAL PEO- PLE
9AAGB			1	1	1				4
9AART			1	1	1				4
POPULA- TION									
0 - 750		1	2	1					4
751 - 1500	See Note 1		1	1	1				4
751 - 1500	See Note 2	1	2	1					4
1501 - 2250	See Note 1	1	2	1	1				6
1501 - 2250	See Note 2	2	3	1					6
2251 - 3000	See Note 1	2	3	1	1				8

CORE PKG	NOTES	XFFC 1	XFFC 2	XFFC 3	XFFC 4	XFFC 5	XFFC 6	XFFC 7	TOTAL PEO- PLE
2251 - 3000	See Note 2	2	4	2					8
3001 - 3750		2	4	2	1				10
3751 - 4500		3	5	2	1				12
4501 - 5250		4	6	2	1				14
5251 - 6000		3	6	3	1	1			16
6001 - 6750		4	7	3	1	1			18
6751 - 7500		5	8	3	1	1			20
7501 - 8250		5	8	3	2	1			22
8251 - 9000		6	9	3	2	1			24
9001 - 9750		7	10	3	2	1			26
250 Bed CH		4	4	2	1				12
500 Bed CH		6	5	4	1	1			19
Additional 250 Beds		3	2	2					7
Stand Alone ATHs Only		1	2	1					4

NOTES:

1. Use this breakout for “Bare Base (BB), Collocated Operating Base (COB), Limited Base (LB), or Standby Base (SB)” beddown locations.
2. Use this breakout for “Main Base (MB)” beddown locations.

1.3. Chaplain Readiness Suffixes. Chaplain Readiness Suffixes are used as management tools to provide readiness capabilities to manage assets and unit taskings, to develop plans and execute them, and to determine force requirements and availability. They enable chaplain readiness planners to ensure that unit type code configurations and mission capabilities support wartime taskings. They provide a tailored flexible crisis response capability to support a variety of contingencies. Individual shredouts of the Chaplain AFSCs are not authorized for use on manpower documents to identify peacetime requirements. The following are chaplain readiness suffixes:

- A-Protestant
- B-Buddhist
- C-Roman Catholic
- D-Jewish
- E-Orthodox
- F-Muslim

1.4. CRT Principles of Ministry. These principles include the following:

1.4.1. Objective— Directing CRT ministry operations toward defined objectives that contribute to the total team ministry. Once CRT objectives are developed, they must be constantly reviewed to assure they reflect the overarching chaplain team mission.

1.4.2. Unity of Effort— Ensuring unity of effort for CRT ministry operations under the responsible senior chaplain and NCOIC. This principle emphasizes that all efforts are directed and coordinated to maximize a positive impact on the military mission.

1.4.3. Flexibility— Adapting to the ministry setting to achieve maximum CRT cohesiveness and ministry objectives. The Chaplain Service is the only Air Force function that deals with the spiritual needs of military personnel.

1.4.4. Simplicity —Developing simple, straight forward, understandable, and meaningful ministry goals. Simplicity of plans, tasks, responsibilities, and instructions contributes towards effective ministry.

1.4.5. Center of Ministry— Targeting key areas of ministry first to support maximum readiness and combat effectiveness of the troops. For example, some key areas of ministry are ministry of presence (visitation), worship opportunities, ministry programs designed to increase morale, and counseling.

1.4.6. Priority— Establishing priorities to ensure resources are directed to vital areas of ministry. This prevents CRTs from trying to cover the waterfront, thereby diluting time and resources on less important areas of ministry. Here the emphasis is on quality rather than quantity.

1.4.7. Synergy— Performing ministry using the CRT concept to optimize effectiveness compared to the results achieved through the efforts of individuals. In sum, the CRT concept multiplies the effectiveness of ministry support efforts.

1.4.8. Centralized Control/Decentralized Execution— Determining the strategy, priorities, and the objectives, and in turn communicating them effectively and clearly to all team members. It is essential that all team members understand specific goals outlined by the senior chaplain and NCOIC. Decentralized execution empowers and allows subordinates to draw upon their creativity and abilities in carrying out job requirements determined by senior leadership.

1.4.9. Mobility— Responding rapidly in providing religious support where required. To accomplish this, communication, transportation, and coordination are essential.

1.4.10. Security— Ensuring all security procedures are followed by maintaining measures to protect chaplains and resources and establishing an effective and secure command, control, and communication (C3) network for chaplain operations.

1.5. Peacetime CRT Training. The key to successful employment of CRTs during war, contingency operations, national emergencies, and readiness exercises is CRT training during normal peacetime operations. Refer to WMP-1, Annex X, CRT Concepts of Operation, Roles, and Responsibilities, and to AFI 52-101, Chapter 2, paragraph 2.1.2 for specific CRT training guidance.

1.6. ANG-USAFR Category A & B CRT. The Director of the Air National Guard recognizes that the chaplaincy is a small, highly specialized service with officer and enlisted resources that are carefully managed to meet total force needs. The Adjutants General of all states, Puerto Rico, the Virgin Islands, Guam, and The District of Columbia coordinate with ANG/HC and approve all ANG CRT deployments into the AOR. During contingencies or war, ANG-USAFR Category A CRTs are deployed with their

units to the greatest extent possible. For exercise purposes, gaining MAJCOMs also consider utilizing ANG-USAFR Category A CRTs to support ANG-USAFR employed units. In peacetime, ANG-USAFR Category A CRTs' participation is voluntary. The point of contact (POC) for ANG participation taskings is ANG/HC, Andrews AFB MD; for USAFR Category A, HQ AFRC, Robins AFB GA. During war, Category B Individual Mobilization Augmentees (IMA) are used primarily to support CONUS augmentation requirements and to support the mobilization process. However, depending on mission requirements, they may be deployed to the AOR. During contingencies, IMAs may also be deployed voluntarily to support PALACE BLITZ, TENURE, and EXERCISE requirements.

1.7. CRT in Joint Operations. Joint Pub 1-05, *Religious Ministry Support for Joint Operations*, provides doctrine, general guidance, responsibilities, and the basis for joint training of CRTs in joint operations. If a conflict exists between Joint Pub 1-05 and AFMAN 52-104, the chaplain command structure complies with the joint guidance and notifies HQ USAF/HCP of the conflict.

Chapter 2

CHAPLAIN SERVICE READINESS RESPONSIBILITIES

2.1. HQ USAF/HCP (Personnel, Materiel, and Readiness):

- 2.1.1. Serves as the OPR for all wartime planning policies and procedures that affect the entire chaplain function.
- 2.1.2. Serves as the ultimate authority concerning the availability of chaplain function UTCs for potential OPlans and contingencies.
- 2.1.3. Serves as HQ USAF/HC functional expert and the single POC on the Air Force Combat Operations Staff (AFCOS) and Crisis Action Team (CAT) when activated.
- 2.1.4. Advises HQ AFPC/DPAH (Chaplain Personnel Management Division) when a contingency operation begins.
- 2.1.5. Updates WMP-1 functional planning guidance for each deliberate planning cycle.
- 2.1.6. Reviews wartime operational requirements to make sure unit type code configurations and mission capabilities support the wartime taskings.
- 2.1.7. Reviews all OPlan TPFDDs during Air Force sourcing conferences to ensure functional UTCs are being properly used, taskings are consistent with UTC MISCAPs, and no unit is under/over tasked.
- 2.1.8. Reviews all OPlan TPFDDs after sourcing to ensure MAJCOM-FOA requirements correlate to those actually tasked.
- 2.1.9. Evaluates the final sourced OPlan TPFDDs for all plans sourced during the planning cycle to determine functional UTC shortfalls and overages.
- 2.1.10. Develops a listing of all available Chaplain Service UTCs for incorporation into the Air Force UTC Availability Summary and WMP-3, Part 2.
- 2.1.11. Documents the chaplain function UTC availability levied on each MAJCOM-FOA within WMP-3, Part 2, at the beginning of each cycle.
- 2.1.12. Provides policies and guidance to MAJCOMs, FOAs, DRUs, Air National Guard, and Air Force Reserve for Joint Chiefs of Staff and HQ USAF exercises.
- 2.1.13. Assigns Manpower and Equipment Force Packaging (MEFPAK) System to MAJCOMs to manage chaplain function personnel and equipment UTCs.
- 2.1.14. Reviews Joint Operation Planning and Execution System (JOPES) documents to ensure functional planning concerns are addressed.
- 2.1.15. Reviews the Joint Strategic Capabilities Plan (JSCP) basic volume and supporting functional annexes to identify changes in strategy, planning concepts, force apportionment, and joint planning guidance.
- 2.1.16. Develops chaplain function readiness concepts, plans, instructions, annexes, and metrics for Air Staff publications and documents.
- 2.1.17. Maintains continuous liaison with MAJCOM and FOA chaplain readiness staffs.

2.1.18. Coordinates on all Joint Publications, Air Force instructions, manuals, and plans involving readiness.

2.1.19. Manages and coordinates the activities of the Chaplain Service Readiness Working Group (RWG).

2.1.20. Serves as HQ USAF/HC point of contact to the Joint Staff--J1 Chaplain.

2.2. HQ AFPC/DPAH (Chaplain Personnel Management Division):

2.2.1. Serves as HQ USAF/HC OPR to coordinate with HQ AFPC/DPMRIC and tasks MAJCOMs, FOAs, and DRUs to fill the following PALACE manning programs:

- PALACE BLITZ
- PALACE EXERCISE
- PALACE TENURE
- PALACE TRIP

Refer to **Attachment 1, Glossary of References, Abbreviations, Acronyms and Terms**, for definitions of PALACE programs.

2.2.2. Develops procedures for the Chaplain Service to implement PALACE manning program requirements.

2.3. CPD/HC (Chaplain Service Institute):

2.3.1. Periodically reviews formal courses to ensure peacetime and wartime training is current.

2.3.2. Recommends curricula improvements to enhance Chaplain Service peacetime and wartime readiness capability to HQ USAF/HCP.

2.3.3. Develops training programs which reflect the core readiness training requirements identified in AFI 52-101 and the chaplain and CSSP Career Field Education and Training Plans.

2.4. Chaplain Service Readiness Working Group (RWG). The Air Force Chaplain Service RWG activities include the following:

2.4.1. The RWG charter, as a process action group and advisory body for policy, is to update the chaplain readiness community on Air Staff initiatives, issues, processes, and programs. It functions as a planning forum where pertinent issues and problems can be resolved and requirements for future programs can be identified.

2.4.2. RWG members are knowledgeable and experienced in the USAF contingency and war planning process and have attended the Contingency Wartime Planners Course. Membership includes, but is not limited to

- Division Chief, HQ USAF/HCP (Ex Officio member)
- Readiness and Reserve Affairs Officer (Chairperson) and Readiness Support NCO
- Mobilization Assistant to the Chief of Chaplains
- Readiness IMA to HQ USAF/HCP
- The Chaplain Service Senior Enlisted Manager

- HQ ACC/HC Readiness chaplain and NCO
- HQ AMC/HC Readiness chaplain and NCO
- HQ AETC/HC Readiness chaplain and NCO
- HQ AFMC/HC readiness chaplain and NCO
- HQ AFSPC/HC readiness chaplain and NCO
- HQ AFSOC/HC readiness chaplain and NCO
- HQ PACAF/HC Readiness chaplain and NCO
- HQ USAFE/HC Readiness chaplain and NCO
- ANG/HC readiness chaplain and NCO
- HQ AFRC/HC readiness chaplain and NCO
- HQ APRC/HC readiness chaplain and NCO
- CSI readiness chaplain and NCO

2.5. MAJCOM-FOA-DRU/HC:

2.5.1. Supported MAJCOM/HCs (HQ ACC/HC, HQ AMC/HC, HQ USAFE/HC, and HQ PACAF/HC).

2.5.1.1. Determines chaplain function sourcing requirements—to include contingency hospitals, and stand alone Air Transportable Hospitals (ATH)—at each beddown location identified in their portion of the TPFDD. The method for determining personnel and equipment requirements includes:

- Determining Chaplain Service UTCs embedded in lead combat wing headquarters core packages as the foundation and starting point for building requirements at each wartime beddown location (refer to AFMAN 10-401, chapter 5).
- Using the baseline requirements identified in **Table 1.2.**, Lead Combat Wing Headquarters Core Packages and XFFCX Beddown Staffing Distribution, to determine additional CRT requirements at wartime beddown locations and adding them into the TPFDD. (Supporting MAJCOM, FOA, and DRU chaplain planners review and are also familiar with **Table 1.1.**)
- Ensuring chaplain function UTCs embedded in core packages not required at beddown locations are coded "on-call" status in the TPFDD (Refer to **Table 1.1.**, Chaplain Function UTCs Embedded in Lead Combat Wing/Group Headquarters Core Packages).
- Using WMP-1, Annex X, Appendix 1, Hospital Chaplain Manning Guidance, to determine contingency hospital chaplain function support requirements.

2.5.1.2. Participates in Air Force-wide sourcing conferences and provides functional input into OPlans that the MAJCOM is responsible to develop.

2.5.1.3. Determines and sources chaplain function requirements in the TPFDD or Deployment Requirements Manning Document (DRMD) according to:

- The UTC Mission Capability (MISCAP) Statement

- AFMAN 10-401, Operation Plan and Concept Plan Development and Implementation, Table 5.1
- WMP-1, Annex X
- AFMAN 52-104, Chaplain Readiness Manual

2.5.1.4. Monitors OPlan TPFDD development until the TPFDD is frozen by the supported CINC.

2.5.1.5. Complies with the planning guidance contained in WMP-1 and AFMAN 10-401. (Supported MAJCOM/HCs develop their OPlan functional requirements IAW WMP-1.)

2.5.1.6. Manages CRT personnel in theater(s) of operations.

2.5.1.7. The chaplain planner at Air Mobility Command incorporates chaplain function mission requirements into the unified command TPFDD during OPlan development based on the best available data.

2.5.2. Supported MAJCOM/HCs and Supporting MAJCOM-FOA-DRU/HCs.

2.5.2.1. Ensures chaplain function personnel meet training guidelines in AFI 52-101.

2.5.2.2. Reviews and understands JOPES documents and procedures, and recommends changes to HQ USAF/HCP.

2.5.2.3. Obtains a current copy of the MEFPAK Summary Report (listing of all Air Force UTCs, unit type names, pilot units, number of personnel, etc.). Note: Chaplain planners can contact HQ USAF/LGXX for a current copy or to be added to the distribution list.

2.5.2.4. Obtains and reviews the chaplain function personnel data portion of the Manpower Force Packaging System (MANFOR) to verify current MISCAP, grade (officers only), and AFSC to meet the defined capability.

2.5.2.5. Develops, if necessary, chaplain function MAJCOM/FOA supplements, instructions, plans, and annexes to command readiness documents.

2.5.2.6. Develops chaplain function exercise Master Scenario Events List (MSEL) for CJCS, Air Force, MAJCOM, FOA, and DRU sponsored exercises. See AFI 10-204. Participates in the military exercise program and refers to MAJCOM-FOA exercise documents for specific guidance, responsibilities, MSEL format, MSEL samples, and staff training.

2.5.2.7. Distributes current copies of WMP-1, Annex X, to each chaplain section in their command.

2.5.2.8. Ensures that the maximum number of chaplain function UTCs are made available for contingency planning and inclusion in WMP-3, Part 2, except those that are critical to in-place CONUS peacetime and wartime sustaining mission requirements.

2.5.2.9. Reviews UTC availability when requested by HQ USAF/HCP and appropriate MAJCOM/XP or /DO functions. This does not prevent chaplain readiness planners from determining and updating their UTC availability any time they deem necessary.

2.5.2.10. Notifies HQ USAF/HCP of any changes to availability due to reorganizations, conversions, deactivations.

2.5.2.11. Provides chaplain function personnel with UTC availability of forces and equipment (XFFC8) to the MAJCOM-FOA XP office as well as tracks their readiness status and training levels.

2.5.2.12. Coordinates chaplain function readiness requirements with MAJCOM readiness staff during the deliberate planning process.

2.5.2.13. Coordinates with other functional managers on all contingencies and wartime matters which affect their functional units.

2.5.2.14. Provides command policy to all subordinate chaplain units on all aspects of chaplain readiness.

2.5.2.15. Tasks specific units to fill TPFDD requirements during deliberate and crisis action planning.

2.5.2.16. Responds to HQ AFPC/DPAH taskings and coordinates appropriate taskings to the chaplain section in the field for the following:

- Contingencies
- Wartime, and emergency operations
- JCS or HQ USAF directed exercises

2.5.2.17. Supports tasking and replacement requirements received from HQ AFPC/DPAH.

2.5.2.18. Ensures subordinate chaplain units comply with WMP policy, OPlan taskings, AFI 10-101, and other applicable directives.

2.5.2.19. Ensures command assessment teams evaluate chaplain units according to the following publications:

- AFI 52-101, *Chaplain Service Responsibilities and Procedures*
- AFI 90-201, *Inspector General Activities*

2.5.2.20. Develops and distributes MAJCOM-FOA chaplain base level assessment (BLA) guidance to all chaplain subordinate units (Refer to **Attachment 12**).

2.5.2.21. Provides oversight and monitors the chaplain section BLA process as the chaplain section works with the base-level manpower office.

2.5.2.22. Ensures all BLA submissions are reviewed, adjusted as required, documented, and validated before concurring with MAJCOM-FOA Manpower Office results.

2.6. AFFOR/HC FWD (Air Force Forces Command Chaplain Forward):

2.6.1. Serves as principal adviser and provides council to the Air Force Forces Commander and staff on religious matters affecting AOR operations. Also advises the commander on the morale within the command.

2.6.2. Provides religious support to all personnel assigned to the Air Force Forces Commander.

2.6.3. Provides management oversight of theater-wide chaplain operations.

2.6.4. Establishes and maintains liaison with the Joint Task Force (JTF) Chaplain. Note that under certain conditions the Unified Command Chaplain may function as the JTF Chaplain.

- 2.6.5. Advises the JTF chaplain on all professional matters concerning religious support affecting the joint command.
- 2.6.6. Becomes familiar with JOPES.
- 2.6.7. Develops chaplain support annexes that support joint force plans.
- 2.6.8. Becomes knowledgeable of the component command's mission, structure, and concept of operation.
- 2.6.9. Develops all inter-service support agreements and memorandums of understanding, which provide for chaplain support by the component command to organizations outside that command.
- 2.6.10. Implements Air Force chaplain support doctrine, policies and procedures.
- 2.6.11. Monitors personnel, materiel, facilities, and information to ensure chaplain support is adequate within the theater.
- 2.6.12. Reassigns chaplain function personnel within the theater of operations to support mission requirements.
- 2.6.13. Conducts staff visits to USAF units.

2.7. AFFOR/HC FWD NCOIC:

- 2.7.1. Sets up AFFOR chaplain operations office and establishes command, control, communications, and computers (C4), supplies, transportation, staff, and distribution requirements.
- 2.7.2. Identifies additional chaplain mission unique logistics requirements.
- 2.7.3. Becomes familiar with JOPES automated data processing (ADP) and the GCSS terminal.
- 2.7.4. Uses SARAH-Lite message format procedures.
- 2.7.5. Identifies any CSSP mission unique needs and support requirements.
- 2.7.6. Provides guidance, advice, and support to CSSP in the theater of operations.
- 2.7.7. Becomes knowledgeable of the command's mission, structure, and concept of operations.
- 2.7.8. Visits staff agencies and learns their structures and missions, and identifies points of contact.
- 2.7.9. Reviews OPlan, OpORD, TPFDD, etc. Maintains copies of WMP-1, Annex X, and AFMAN 52-104.
- 2.7.10. Establishes lines of communication (LOC) with the following functional chain of command:
 - HQ USAF/HCP and HQ AFPC/DPAH
 - Readiness Staff
 - Supporting Component Command (Chaplain Readiness Staffs)
 - Each duty location (DLOC)
- 2.7.11. Knows and applies operation security (OPSEC) procedures for handling classified materiel, information, and equipment.

2.8. Deployed Lead Senior Chaplain (Combat Support Group Senior Chaplain):

- 2.8.1. Sets up chaplain operations.
- 2.8.2. Serves on the staff of the deployed site commander.
- 2.8.3. Advises the commander on all religious matters, ethical concerns, morale, quality of life issues, and chaplain support requirements.
- 2.8.4. Organizes overall CRT to meet chaplain mission requirements.
- 2.8.5. Supervises chaplain operation.
- 2.8.6. Provides essential religious support to meet the needs of the deployed personnel.
- 2.8.7. Maintains liaison and communications with the AFFOR/HC FWD Command Chaplain.
- 2.8.8. Reports any inabilities to meet CRT mission requirements through command channels.
- 2.8.9. Knows the mission, structure, and concept of operations of the deployed location.
- 2.8.10. Ensures an after-action report is submitted to the supporting and supported command chaplain readiness offices after the completion of the deployment or JCS exercise. The report includes, but is not limited to, the following: (Refer to **Attachment 7**)
 - Scope of chaplain operations
 - Impact of religious support on the military mission
 - Command and staff relationships
 - Logistical support
 - Limiting factors (LIMFACS)
 - Lessons Learned
 - Recommendations
 - AF Form 1270, Chaplain Statistical Report (RCS: HAF-HCX[A]7XXX)

2.9. Deployed Lead Chaplain Function NCOIC (Combat Support Group Chaplain Function NCOIC):

- 2.9.1. Supervises chaplain support operations and CSSP at the deployed location.
- 2.9.2. Knows and applies OPSEC procedures for handling classified material, information and equipment.
- 2.9.3. Ensures a command, control, and communication (C3) system is set up to provide a centralized system for chaplain operations for managing information flow and providing timely religious support.
- 2.9.4. Maintains a point of contact (POC) list containing grade, names, phone/FAX numbers, e-mail addresses and locations of key personnel.
- 2.9.5. Obtains an installation map or draws one and plots unit locations.
- 2.9.6. Coordinates with the lead senior chaplain to determine support requirements such as facilities, equipment, supplies, computers, radios, etc.
- 2.9.7. Informs the senior chaplain of CSSP responsibilities and support capabilities.

2.9.8. Knows the personnel agencies and procedures to request additional chaplain function personnel to meet mission requirements (refer to AFI 10-215, PERSCO, Section B, for purpose and procedures).

2.9.9. Establishes and maintains lines of communication (LOC) with the following functional chain of command:

- AFFOR/HC FWD (Command Chaplain)
- Supported Component Command (Chaplain Readiness Staff)
- Supporting Component Command (Chaplain Readiness Staff)
- Home Station

2.9.10. Ensures CSSP provide security for chaplains as required.

2.10. CRT Member:

2.10.1. Deploys anywhere in the world on short notice in support of contingencies and exercises--either independently or as an integrated member of the overall CRT at the beddown location.

2.10.2. Prepares for deployment according to AFI 10-403, Chapter 5, Paragraph 5.2, *Personnel Readiness and the USAF Chaplain Service Deployment Guide*.

2.10.3. Is proficient in the CRT core training areas identified in AFI 52-101, paragraph 2.1.2.

2.10.4. Performs essential religious support, as indicated in WMP-1, Annex X, Paragraph 3.

2.10.5. Knows religious practices and beliefs of the deployment area/country.

2.10.6. Understands and applies the concepts of religious pluralism, privileged communication and religious personnel, and the law of armed conflict. Refer to **Attachment 9**, **Attachment 10**, and **Attachment 11** for basic background information.

2.10.7. Additionally, enlisted CRT members know fundamental information regarding world religions and are prepared to apply crisis (depression, suicide, grief, and trauma) intervention skills, pastoral care triage, screening procedures, and make referrals. Enlisted CRT members are not professionally trained counselors and do not attempt to counsel. Some appropriate actions include the following:

- Depression
 - (1) Listening actively
 - (2) Asking probing questions
 - (3) Identifying signs of depression
 - (4) Making referrals
- Suicide
 - (1) Listening actively
 - (2) Airing the topic of suicide openly
 - (3) Remaining open to the individual's expression of feeling
 - (4) Asking open-ended questions

- (5) Encouraging discussion of positive alternatives
 - (6) Communicating caring concern
 - (7) Making referrals
- Grief
 - (1) Listening compassionately
 - (2) Encouraging and allowing the person to talk
 - (3) Preventing physical harm if warranted
 - (4) Identifying signs of grief
 - (5) Making referrals
- Trauma
 - (1) Listening with care
 - (2) Discussing the present
 - (3) Showing compassion
 - (4) Allowing the person to vent and tell his/her story
 - (5) Making referrals

2.10.8. Ensures after-action reports are submitted covering his/her areas of responsibility for all exercises or contingencies in which he/she is involved.

2.11. Senior Chaplain (Non-deployed):

2.11.1. Establishes a readiness structure to meet all training, equipment, and command and control (C2) requirements enabling unit chaplain function personnel to support peacetime, contingency, and wartime requirements according to the following publications:

- *AFPD 52-1 Chaplain Service*
- *AFI 52-101, Chaplain Service Responsibilities and Procedures, Chapter 2*
- *WMP-1, Annex X*
- *AFI 10-403, Deployment Planning*
- Officer and Enlisted Specialty Training Standards contained in Part II of the 52RQ and 5R0 Career Field Education and Training Plans

2.11.2. Ensures chaplain support is provided to deploying personnel and base personnel during contingency, wartime, exercise, and emergency operations.

2.11.3. Ensures attached IMA personnel receive the same priority for chaplain readiness training as active duty chaplain function personnel and are provided training consistent with established requirements.

2.11.4. Maintains liaison with neighboring civilian clergy to plan aid during contingencies. Overseas, uses host nation support agreements to prescribe support in both peacetime and wartime.

2.11.5. Appoints either a Chaplain Readiness Officer, Chaplain Readiness Non-Commissioned Officer, or Chaplain Readiness Manager (not required but recommended for staffs with six or more military personnel).

2.12. Chaplain Readiness Officer, Chaplain Readiness NCO, Chaplain Readiness Manager:

- 2.12.1. Acts as the chaplain section single focal point for chaplain readiness.
- 2.12.2. Provides chaplain readiness expertise to the senior chaplain.
- 2.12.3. Manages and monitors day-to-day chaplain readiness requirements.
- 2.12.4. Establishes a chaplain control center function to serve as focal point for C2 requirements.
- 2.12.5. Ensures chaplains are knowledgeable of religious practices and beliefs of the core world religions and incorporates this information into a training program.
- 2.12.6. Evaluates all aspects of chaplain unit readiness training and maintains required documentation.
- 2.12.7. Ensures lightweight chaplain combat kits (LCCK) are maintained in a mission ready status and conducts an inventory of the kits as follows:
 - Annually
 - Before and after a deployment (including local exercises)
 - As directed by higher headquarters
 - Upon the appointment of a new Chaplain Readiness Officer, Chaplain Readiness Non-commissioned Officer, etc.
- 2.12.8. Keeps the senior chaplain informed on readiness issues, events, taskings, and deployments affecting chaplain operations.
- 2.12.9. Develops plans, annexes, and operating procedures to base plans.
- 2.12.10. Assists the senior chaplain in conducting the chaplain portion of the BLA.
- 2.12.11. Maintains liaison with the Installation Deployment Officer (IDO), base plans office, medical readiness counterparts, disaster preparedness, and MAJCOM, FOA readiness staff.
- 2.12.12. Prepares chaplain function input to the base support plan. Refer to paragraph 5.4. for areas to address.

Chapter 3

FORMAL READINESS TRAINING

3.1. Chaplain Service Readiness Training Program. The USAF Chaplain Service must be able to provide a trained mission-ready force to support a worldwide spectrum of military missions ranging from war and contingencies to disaster relief, peacekeeping, and humanitarian assistance. Effective 1 October 1995, all new Chaplain Service accessions (including Guard and Reserve) receive Chaplain Service readiness training while attending either the Chaplain Orientation Course (COC) or the Chaplain Service Support Apprentice Course taught at the USAF Chaplain Service Institute, Maxwell AFB, AL. Using a single phase approach, this training orients students to the military readiness environment through both classroom instruction and a one-week field training exercise at Silver Flag training site near Tyndall AFB FL. During formal readiness training, students comprehend, respond to, and/or apply the following:

- CRT roles and missions
- The importance of C3
- The Law of Armed Conflict and its impact on Chaplain Service personnel
- Basic concepts of contingency operations
- The uniqueness of ministry in a readiness environment
- Chaplain Service involvement in deployment planning
- The purpose of preparing and presenting religious practices briefings
- The use of needs assessment in a readiness environment
- The aspects of pre-deployment, deployment, employment, and re-deployment after-action reporting
- Correct emergency/ministry responses
- Response to death and dying issues
- Ministry in a surgical or mortuary environment
- Worship, liturgies, and rites in a readiness environment
- Hospital visitation with a CRT partner
- Operations in a chemical warfare environment
- Ministry of presence.

3.2. MAJCOM-FOA-DRU Readiness Training Programs. In addition to formal readiness training conducted at the CSI, MAJCOM-FOA/HCs are authorized to develop and conduct readiness training programs to fulfill command-unique requirements (Section E, CFETP); however, local funds are used to support any training offered.

3.3. Local CRT Training. Local CRT training at the wing/base level is critical to CRT success in a deployment environment. Senior Chaplains and NCOICs make every effort to ensure the Chaplain function participates in and practices CRT principles during local wing/base exercises. They also coordinate with Medical Services personnel on their installation to ensure chaplain function personnel are integrated into local Continuing Medical Readiness Training programs. Reference AFI 41-106 and AFI 52-101, paragraph 2.1.2, Training Guidance, for other core CRT training requirements.

Chapter 4

CHAPLAIN READINESS OFFICER TRAINING (OFFICER AND ENLISTED)

4.1. Contingency Wartime Planning Course (CWPC). The Air Force CWPC is a three-week course held at Air University, Maxwell AFB AL and funded by Air University. This course is essential for all new chaplain planners. The CWPC is a detailed introduction to Air Force contingency planning policies and procedures. This course includes hands-on instruction on the fundamentals of deliberate planning with tailored functional training tracks and associated automatic data processing (ADP) systems courses. Air Staff and MAJCOM-FOA chaplain planners contact their Training Requirement Identifier (TRQI) point of contact (normally the XP, DO, LG office) that manages the quotas for the classes to request attendance at the CWPC.

4.2. Joint Operation Planning and Execution System (JOPES) User's Course. JOPES is a nine-day course, requiring a top secret clearance to attend, that provides general functional and procedural information on conducting joint operation planning and execution which includes command and control of mobilization, deployment, employment, and sustainment. Students perform functions in both deliberate and crisis action environment. They learn about force structure, system security, and data base structure. Students build, review, and modify a TPFDD to satisfy mission requirements. They evaluate plans for transportation feasibility, source them, and schedule units for deployment. One day is reserved for assessing capabilities of JOPES reports and retrievals. While chaplain planners need not be JOPES terminal users, the course familiarizes them with GCCS capabilities and JOPES terminology and processes. The information which is available within JOPES can ease the chaplain planner's workload.

4.3. Joint Planning Orientation Course (JPOC) and Flag and General Officer Seminar on Joint Planning (FGOS): JPOC is a three-day unclassified course held at the Armed Forces Staff College, Norfolk VA. The course is designed to introduce students to the joint planning process—both deliberate and crisis action planning. Students are acquainted with the process of developing contingency plans based on Chairman, Joint Chiefs of Staff task assignments to include familiarization with available automatic data processing support. Additionally, a three hour Flag and General Officer Seminar on Joint Planning (FGOS) is offered in conjunction with JPOC. Direct coordination, information, and requests for class quotas for JOPES, JPOC, and FGOS are authorized. The Point of contact for JOPES, JPOC and FGOS is the Armed Forces Staff College, Joint Planning Orientation Division, Norfolk VA. 23511-1702.

4.4. Global Command and Control System (GCCS) Inter-computer Network User Orientation Course: This is a three-day course designed to train GCCS community personnel in the utilization of GCCS software in standard GCCS applications. The course includes a brief overview of GCCS hardware and software components. Additional detailed instruction is made on the GCCS software that a GCCS user requires. Laboratory time is offered to give practical GCCS experience in standard GCCS applications. For information regarding this course and available quotas, contact your wing/base training manager.

4.5. War Planners R-Prefix, Special Experience Identifier (SEI): This personnel management tool is designed to identify and track trained/experienced war planners (both officers and enlisted) from all functional areas.

4.5.1. Levels of war planner manpower authorizations include:

- Base/Wing
- Number Air Force
- MAJCOM
- HQ USAF
- FOA
- Joint Agencies

4.5.2. Criteria for determining manpower authorizations designated with an "R" prefix include:

- Personnel in positions that routinely work readiness as part of their assigned duties/job description.
- Those personnel with experience and training in contingency or war planning functions (e.g., UTCs, TPFDDs, OPlans, mobility plans, Air Campaign Plans, Base Support Plans, Mobilization Plans JOPES, COMPES, etc.).
- Those personnel in positions that involve writing plans and procedures for Joint Chiefs of Staff, Joint Strategic Planning System Documents.

4.5.3. Criteria for awarding the "R" prefix are 12 months experience when assigned in an "R" prefix position or the successful completion of one or more of the following courses and six months experience in an "R" prefix position:

- Contingency Wartime Planning Course
- Joint Doctrine Air Campaign Course
- GCCS Inter-computer Network Course
- JOPES Course (Basic)
- Joint Medical Planners Course
- Logistics Plans and Programs Officer Course
- MANPER-B Systems Course

The "R" prefix is awarded and affixed to the awarded AFSC when officers and airmen demonstrate contingency or war planner qualifications. It is retained until changed or revoked by the AFSC career field manager with concurrence from HQ USAF/XOXW. Refer to AFMAN 36-2105 and 36-2108 for specific information and criteria.

4.6. Essential Reading Documents: The majority of a chaplain planner's education is obtained through reading. Not all publications are available at each level. Joint publications are generally only available to the Air Staff and MAJCOM levels as are some Air Staff publications. Most of the information that unit level chaplain planners need to know is contained in Air Force instructions and publications, as well as specific planning guidance provided by MAJCOMs and FOAs. The following are essential reading for Air Staff and MAJCOM-FOA chaplain planners:

- Defense Planning Guidance (DPG) - This document sets forth the strategy, plans, resource priorities and program requirements, and provides a set of illustrative planning scenarios for use in developing and evaluating component programs.

- DODR 5200.1, Information Security Program - This document combines DoD guidance and includes Air Force guidance dealing with information security--a must because information on paragraph markings, working papers, and declassification schedules is included.
- Joint Strategic Capabilities Plan (JSCP) and Separate Functional Annexes - a Top Secret document with 16 Annexes which provides guidance on the threat and apports forces to counter the threat. The taskings to the CINCs to prepare war plans is included.
- Joint Operation Planning and Execution System, (JOPES) Volumes 1-3 (Especially Vol 2, Annex R, Chaplain Planning)
- Joint Pub 1-02, DoD Dictionary of Military and Associated Terms - This dictionary contains definitions of commonly used military terms.
- User's Guide for Joint Operation Planning
- Joint Pub 1-05, Religious Ministry Support for Joint Operations
- USAF War and Mobilization Plan (WMP) Vol 1, Basic Plan
- WMP Vol 1, Annex X, Chaplain
- WMP Vol 2, Plans Listing
- WMP Vol 3, Combat and Support Force Apportionments
- WMP Vol 4, Wartime Aircraft Activity (WAA)
- WMP Vol 5, Planning Factors
- AFRD 10-1, Mission Directives
- AFRD 10-2, Air Force Readiness Program
- AFRD 10-4, Operations Planning
- AFRD 38-1, Organization
- AFRD 52-1, Chaplain Service
- AFI 10-204, Participation in the Military Exercise Program
- AFI 10-215, Personnel Support for Contingency Operations (PERSCO)
- AFI 10-217, Resource Augmentation Duty (READY) Program
- AFI 10-402, Mobilization Planning
- AFI 10-403, Deployment Planning
- AFI 10-404, Base Support Planning
- AFI 10-406, Mobility for Air Mobility Command (AMC) Forces
- AFI 10-407, Mobility for Intelligence Command Forces
- AFI 10-410, Mobility for Air Force Special Operations Command (AFSOC) Forces
- AFI 25-201, Support Agreements Procedures
- AFI 32-4001, Disaster Preparedness Planning and Operations
- AFI 36-2238, Self-Aid and Buddy Care Training
- AFI 38-205, Managing Wartime and Contingency Manpower
- AFI 41-106, Medical Readiness Planning and Training

- AFI 52-101, Chaplain Service Responsibilities and Procedures
- AFMAN 10-401, Operation Plan and Concept Plan Development and Implementation. This manual implements AFPD 10-4, Operations Planning. It provides guidance on Air Force-unique planning aspects not addressed in JOPES. This publication contains general guidance, a chaplain annex for operational planning, and a chaplain planning checklist.
- AFMAN 10-401, Chapter 28, Chaplain Planning. In short, this chapter provides general and specific chaplain function planning guidance, mission statement, concept of operations, functional assumptions, format for preparing the chaplain annex for an OPlan, references, and a planning checklist.
- AFM 11-1, *Air Force Glossary of Standardized Terms*
- AFMAN 36-2105, Officer Classification
- AFMAN 36-2108, Airman Classification
- AFH 10-402, Personnel Readiness and Mobilization
- Armed Forces Staff College Pub 1, Joint Staff Officers Guide
- Base-Level Manpower Planning and Execution Guide, 8 Feb 94

Chapter 5

PLANNING

5.1. Deliberate Planning. Deliberate planning is a JOPES process involving the development of Joint plans for contingencies identified in Joint Strategic Planning documents. Deliberate planning is primarily conducted by unified commands in peacetime and accomplished in prescribed cycles that complement other DoD planning cycles (approx. 18-24 months). There are five phases in deliberate planning which include Initiation, Concept Development, Plan Development, Plan Review, and Supporting Plans Development. The products of deliberate planning are OPlans, CONPlans, CONPlans with TPFDDs, and functional plans. During the Supporting Plans Development phase, subordinate (service component) and supporting (other unified and their service component) commands develop supporting plans which are submitted to the CINC responsible for the OPlan/CONPlan. At that time, the OPlan is ready for implementation.

5.2. Crisis Action Planning. Like deliberate planning, crisis action planning is a structured JOPES process that is used to commit forces based on an actual “real world” crisis where a contingency response is imminent. Crisis action planning follows a six-step approach which includes Situation Development, Crisis Assessment, Course of Action Development, Course of Action Selection, Execution Planning, and Execution. **Table 5.1.**, excerpted from the Users Guide for Joint Operations, provides a comparison of both deliberate and crisis action planning. Chaplain readiness planners are encouraged to review the Users Guide for Joint Operations to acquire additional knowledge of joint planning.

Table 5.1. Crisis Action and Deliberate Planning Comparison.

	Crisis Action Planning	Deliberate Planning
Time Available to Plan	Hours or Days	18-24 months
Full Joint Planning and Execution Community (JPEC) Involvement	For security reasons, possibly very limited, using close-hold procedures	JPEC participates fully
Phases	6 phases from situation development to execution	5 phases from initiation to support plans
Document Assigning Task	Warning order to CINC; CINC assigns tasks with evaluation request message	Joint Strategic Capabilities Plan (JSCP) to CINC; CINC assigns tasks with planning or other written directive
Forces for Planning	Allocated in the warning, planning, alert, or execute order	Apportioned in JSCP
Early Planning Guidance to Staff	Warning order from CJCS; CINC’s evaluation request	Planning directive issued by CINC after planning guidance step of concept development phase
Commander’s Estimate	Communicates recommendations of CINC to the CJCS-NCA	Communicates the CINC’s decision to staff and subordinate commanders

Course of Action (COA) Selection	NCA decides COA	CINC decides COA with review by CJCS
Execution Document	Execute order	When an operation plan is implemented, it is converted to an OPORD, and executed with an executive order
Products	Campaign plan (if required) with supporting OPORDs or OPORD with supporting OPORDs	OPlan or CONPlan with supporting plans

5.3. Military Operations Other Than War (MOOTW). MOOTW are operations that use military capabilities to respond to global political changes other than war, including economic, ethnic, and religious crises. MOOTW are organized into the same operational categories as low intensity conflicts (LIC)—combating terrorism, support to insurgency and counterinsurgency operations, DoD support to counterdrug operations, peace operations, and contingency operations other than war. The state of MOOTW, conflict, and war could all exist at once in a theater commander’s strategic environment. MOOTW include:

- Peacemaking
- Peacekeeping
- Peace enforcement
- Peace building
- Humanitarian Relief
- Military & paramilitary assistance
- Domestic support
- Disaster assistance
- NEO

A typical MOOTW scenario/environment may include the following:

- Short notice
- Media sensitive
- Restrictive rules of engagement (ROE)
- Joint and/or multinational involvement
- Ill-defined success
- Wide range of activities

During past years, the Chaplain Service has experienced a dramatic increase to quickly respond by providing religious support to MOOTW. Religious support for MOOTW includes:

- Conducting contingency planning
- Developing religious support guidance
- Conducting religious analysis of the AOR
- Coordinating Joint, Combined, and interagency religious support

- Advising commanders
- Performing physical and spiritual needs assessment
- Coordinating voluntary benevolent activities
- Supporting refugees, dependent personnel, and enemy prisoners of war

5.4. Base Support Plans (BSP). Base support planning is the installation level planning to support OPlans, and MAJCOM supporting plans. BSP planning involves all functional areas and provides an aggregate view of an installation's mission, contingency support requirements, capabilities, and limitations. Support may involve deployment, employment, post-deployment, NEO, transient forces operations and more. BSPs are written in two parts. Part One (unclassified) identifies total base resources and capabilities, and addresses specific processes, responsibilities and functions applicable to in-transit or bedding down forces under any scenario. Part Two (classified) identifies limiting factors and shortfalls and is a supplement to Part One. Chaplain Readiness Officers/NCOs consider the following for inclusion into the BSP.

5.4.1. Describing the chaplain mission at that base during contingency or wartime. Address:

- General policies, procedures, and guidance.
- Concept of operations.
- Support required for in-place, incoming, and transient forces.
- Chaplain operations facilities.
- Relationship with other local chaplain units and civilian clergy community. Priority of chaplain operations—those curtailed/ added/changed.
- Accountability of appropriate and nonappropriated funds.

5.4.2. Describing the procedures for integrating incoming CRT members (including ARC personnel) into the chaplain organization structure.

5.4.3. Describing essential religious ministries, morale activities, and support from CSSP during contingency operations.

5.4.4. Summarizing procedures for religious support for noncombatant evacuation Safe Haven, and Push-pull mobilization operations when applicable.

5.4.5. Identifying support required from base agencies such as:

- Transportation
- Security
- Communication
- Billeting
- Mortuary Affairs
- Legal
- Civil Engineers
- Medical
- Family Support Center and Red Cross

- Support Agreements Manager

5.4.6. Describing other relevant factors such as:

- Requirements for additional Chaplain Service personnel
- Equipment and supplies
- Contractors
- Volunteers
- Limiting factors (LIMFACS)

5.4.7. Addressing the following for the chaplain control center (CCC):

- Facilities
- Personnel
- Communications (secure and unsecure phones, telefax, radios, and runners) and computer support
- Handling of classified material
- Status reporting
- Alternate CCC procedures and requirements
- Liaison with other key base control centers

5.4.8. Describing procedures and chaplain support to the base hospital (contingency hospital and ATH when applicable).

5.4.9. Developing chaplain briefings for incoming forces. that specify the following:

- Overall chaplain operation
- Counseling and pastoral care support
- Ministry of presence (visitation) program
- Duty chaplain support
- Privileged communication
- Faith group chaplain personnel staff
- Local religious traditions/issues/customs
- Bibles/literature available

5.5. Contingency Support Plans (CSP). The CSP is the capstone document that describes how the Wing/Base chaplain function performs its mission during contingencies, crises, war, and exercises. It also provides policy, information and local procedures regarding preparations for chaplain operations. It identifies links and defines relationships with base agencies and other services that have roles and responsibilities in contingency support operations. Note: CSP state responses to all contingencies in which the chaplain section may become involved, except actions required in the CONUS for survival, recovery, and reconstitution (SRR).

5.5.1. CSP Exercise Objective. The objective of periodic exercises and evaluations of the CSP is to ensure that an operable chaplain response capability exists. CSP are exercised annually at a minimum. CSP exercises may be part of the following:

- MAJCOM directed command post exercises (CPX) or field training exercises (FTX)
- Operational Readiness Inspections (ORI)
- Local wing/base exercises
- Local chaplain unit directed exercises
- Local continuing medical readiness training (CMRT) exercises

5.5.2. The exercise provides “no fault” opportunities to train and evaluate plans, procedures, and customer service with the intent of:

- Improving chaplain unit readiness
- Ensuring the capability of the chaplain unit to respond to peacetime or wartime contingencies
- Interacting with civilian agencies, local religious leaders, and inter-governmental and non-governmental agencies
- Identifying problems or shortfalls in programs or plans.

NOTE:

Each chaplain unit uses Quality Management principles to evaluate procedures, processes, and systems and shares these with the chaplain readiness community.

5.5.3. Senior Chaplains and NCOICs use the following Guidelines when preparing unit CSPs:

- Tailoring them specifically to support the wing/base wartime mission requirements as well as the chaplain unit mobility taskings to support OPlan TPFDDs.
- Identifying essential levels of service that will be performed and those that will be reduced/deferred/stopped.
- Using current chaplain unit BLA data as the baseline for determining manpower and specific workload mission requirements.
- Using annexes in the CSP to assign specific procedures and OPR.

Using exercise scenarios that provide practical application of didactic training concepts, application of tasks described in AFMS 105A core processes, and mission requirements identified in the installations’ BSP. Attachment 8 provides an outline and suggested contents for CSPs.

5.6. Support Force Sizing Exercise. Support Force Sizing Exercise (FORSIZE) is the Air Force method of determining the total number of forces required to support Air Force combat forces using the Defense Planning Guidance, Illustrative Planning Scenario, as the base line. This process assesses the sum of all Air Force deployment commitments plus the in-place requirements necessary to sustain wartime base operating functions.

5.7. Base-Level Assessment. Base Level Assessment (BLA) is the second phase of the FORSIZE process. This phase determines the Air Force’s wartime in-place requirements to support the combat and wing/base mission using the Defense Planning Guidance, Illustrative Planning Scenario. The BLA is not an exercise that is valid only for a make-believe scenario. It documents wartime in-place manpower planning requirements to support not only FORSIZE but also other readiness programs. The requirements determined during the BLA are real baseline numbers and are used at all levels for day-to-day resources management. Reference **Attachment 12** for basic Chaplain Service Forsize/BLA guidance.

5.8. Active Duty Manning Assistance for Contingencies or Wartime Operations. The tasked wing/base, MAJCOM/FOA/DRU pays the active duty member's travel and per diem from their O&M account. The tasked wing/base O&M account is then reimbursed from an emergency special project (ESP) code account assigned to the contingency or wartime operation to be supported.

5.9. Accessing ARC Chaplain Service Personnel for Augmentation. The mission of the ARC is to augment the active Air Force, and as such, the Chaplain Service reserve forces are a trained and equipped military resource that can be accessed to support peacetime and wartime requirements.

5.9.1. Air Force Chaplain Service readiness planners are prepared and understand the process for accessing ARC chaplain function personnel.

5.9.2. Peacetime augmentation. During peacetime, IMA manning assistance is available to meet a wide variety of needs at active duty bases. Examples include temporary manning shortages due to the following:

- Active duty PCSs
- Emergency leaves
- Special Projects
- TDY coverage

5.9.3. The peacetime augmentation process includes the following:

- The wing/base identifies need for manning assistance and sends request to MAJCOM HC
- MAJCOM/HC concurs/nonconcurs
- If MAJCOM/HC concurs, they contact HQ ARPC/HC for volunteers
- HQ ARPC/HC identifies IMA volunteers and publishes orders

5.9.4. Contingency or wartime operations. The following outlines the process for accessing Guard, AFRES, and IMA Chaplain Service personnel for PALACE BLITZ, TENURE, EXERCISE and wing/base indirect support during contingencies or war:

- The supported MAJCOM HC identifies the need for augmentation through one of the PALACE programs.
- MAJCOM/HC sends a message with justification to HQ AFPC/DPMRIC (information copies to HQ USAF/HCP and HQ AFPC/DPAH) if no active duty resource from within the command is available.
- HQ AFPC/DPMRIC contacts HQ AFPC/DPAH to validate the request and to determine what MAJCOM/FOA/DRU are tasked.
- HQ AFPC/DPAH concurs or nonconcurs with the request; if they concur, they advise AFPC/DPMRIC on what commands to task. (NOTE: If ARC volunteers are needed to support these requirements, see the process outlined in paragraph 5.9.5.)
- HQ AFPC/DPMRIC sends tasking message to the affected commands.

5.9.5. The following actions are taken to access ARC volunteers for contingency/wartime (direct or indirect) requirements:

- HQ AFPC/DPAH coordinates with the ARC to identify volunteers to fill requirements.
- HQ AFPC/DPAH sends the names of validated ARC volunteers to HQ USAF/HCP.

- HQ USAF/HCP coordinates with HQ USAF/DPXC for approval. If approved, HQ USAF/DPXC advises the appropriate ANG/XPR, HQ AFRC/XPR, or ARPC/XPR by message identifying the actions to be taken to activate the reserve members, with information copies to the appropriate unified command, JTF HQ, supported MAJCOM, AFPC/DPMRIC, and affected wing organization.

5.9.6. Funding for ARC volunteers. HQ ARPC provides Military Personnel Appropriation (MPA Man-day) fund cites for pay and allowances for all ARC personnel to voluntarily support the following:

- Peacetime manning assistance
- Contingency operations
- War

5.9.6.1. The using wing/base HC pays for the travel and per diem of ARC personnel providing peacetime manning assistance.

5.9.6.2. The gaining MAJCOM HC or wing/base HC requesting manning assistance uses their O&M funds to pay for the travel and per diem of ARC personnel directly or indirectly supporting contingency or wartime operations.

5.9.6.3. The gaining MAJCOM or wing/base O&M account is then reimbursed through an ESP code account assigned to that contingency or wartime operation.

Chapter 6

LOGISTICS

6.1. Chaplain Service Logistics. Chaplain Service logistics encompasses all equipment, supplies, facilities, and computer systems necessary for chaplain operations during peacetime, contingencies, and war.

6.2. Tables of Allowance (TA). TAs are used by the Air Force Chaplain Service as the basis for authorizing equipment for use by chaplains and CSSP during peacetime, contingencies, and war. The Chaplain Service primarily uses the following six TAs:

- TA 001, *Master Equipment Management Index* (Lists all current equipment items)
- TA 002, *Allowance Notice Monthly Update* (Published monthly and shows changes in all allowance documents)
- TA 006, *Organizational and Administrative Equipment*
- TA 009, *Small Computer Systems*
- TA 629, *Audio/Visual Utilization*
- TA 411, *Chaplain, Chapel, and Religious Education Facilities*

6.3. Chaplain Combat/Assault Kits. Lightweight Chaplain Combat Kits (LCCK) and the Chaplain, Christian, Combat Assault Kit are available through normal supply channels and funded/procured locally. They are used only in support of chaplain mobility requirements. The kits are olive green and soft-sided. Shoulder straps are provided for easy carrying and adhesive material linings are used for closing the kits. Chaplain functions stock one kit per assigned chaplain. These kits are carried as personal baggage aboard the aircraft and not palletized when the chaplain deploys. Reference **Table 6.1.**, **Table 6.2.**, and **Table 6.3.** for nomenclature and quantities of religious appointments contained in each chaplain combat/assault kit.

Table 6.1. Lightweight Chaplain Combat Kit (Catholic) - NSN 9925-00-926-5206.

Chalice and Paten	1 ea	Corporals	3 ea
Communion Paten	1 ea	Amices	2 ea
Ciborium	1 ea	Palls	2 ea
Crucifix	1 ea	Cincture	1 ea
Candle Holders w/candles	2 ea	Altar Card Set	1 set
Flame Protectors	2 ea	Altar Cards	2 ea
Bottles (* water, * wine)	2 ea	Mass Server Card	1 ea
Host Box & Host Tube	1 ea	Vesting Prayer Card	1 ea
Missal Stand	1 ea	* Oil Stock	
Missal	1 ea	* Small Pyx	
Vestment Set (chasuble, stole, maniple, veil)	1 st	* Stole, Purple/White	
Albs	2 ea	* Manual of Prayers	
Purificators	3 ea	* Vademecum	

Finger Towels	3 ea	<i>* These items are furnished by chaplain.</i>
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Table 6.2. Lightweight Chaplain Combat Kit (Protestant) - NSN 9925-00-926-5205.

Chalice, Paten, and Insert	1 ea	Corporals	3 ea
Communion Paten	1 ea	Palls	2 ea
Ciborium	1 ea	Purificators	3 ea
Cross	1 ea	Altar Cloths	3 ea
Candle Holders w/candles	2 ea	Bible Stand	1 ea
Flame Protectors	2 ea	<i>* Bible or Prayer Book</i>	
Bottles	2 ea	Chaplain's Scarf	1 ea
Host Box & Host Tube	1 ea	<i>* These items are furnished by chaplain.</i>	

Table 6.3. Chaplain's Kit, Christian, Combat (Assault) - NSN 9925-01-305-3411.

Bottle, wide mouth, plastic (2 oz.)	1 ea	Oil Stock	1 ea
Bottle, wide mouth, plastic (4 oz.)	1 ea	Pyx	1 ea
Bottle, plastic, press lock cap	1 ea	Reconciliation Stole	1 ea
Card, Absolution and Anointing	1 ea	Stole	1 ea
Card, Prayer	1 ea	Carrying Case	2 ea
Chalice (cup, base, intinction & paten)	1 ea	Accessory Case	1 ea
Cloth, Corporal	1 ea	Container, Priest Bread	1 ea
Cloth, Purificator	1 ea	Insert, Protective	1 ea
Cloth, Finger Towel	1 ea	List, Parts	1 ea
Cross & Crucifix	1 ea		

6.4. Prepositioned Chaplain Kits. HQ AFMC/HC has a supply of old lightweight chaplain kits available. Wing/Base chaplain functions can request these kits through their MAJCOM/HC. The kits are accountable and once transferred, they are placed on the gaining chaplain function's Custodian Authorization/Custodian Receipt Listing (CA/CRL).

6.5. Chaplain Equipment Unit Type Code. (UTC) XFFC8. The Chaplain Equipment UTC, XFFC8, is designed to provide logistical support (supplies and equipment) to bare, limited, standby, and collocated bases or contingency hospitals to sustain religious support operations for 120 days. MAJCOM/HC may task wing/base chaplain functions to fill an XFFC8 requirement through local O&M funds. Commanders provide funds to fill the XFFC8 requirement in the same manner as War Readiness Spares Kits (WRSK) equipment. UTC XFFC8 dimensions are 66 square feet or 374 cubic feet; 8151 pounds or 4.1 short tons. The UTC is comprised of the items identified in **Table 6.4.**, Chaplain Equipment Unit Type Code Logistics Detail (LOGDET).

Table 6.4. Chaplain Equipment Unit Type Code Logistics Detail (LOGDET).

UTC: XFFC8 TITLE: CHP CHAPLAIN EQUIPMENT DEPID: E PILOT UNIT: 0001FTRWG0000			
FAC	NSN	NOMENCLATURE	QTY
10500	1670-00-820-4896 CT	Chaplain Pallet	1
10500	1670-00-820-4896 CT	463L Pallet	1
10500	1670-00-996-2780 CT	Cargo Net, Side	2
10500	1670-00-969-4XX XCT	Cargo Net, Top	1
10500	7125-00-872-1285	Mobility Container	1
10500	9999-00-000-NISL	Hymn Player (Broadman)	1
10500	9999-00-000-NISL	Laptop Computer (Pentium w/CD ROM, Win 97, MS Office, MS Mail)	2
10500	9999-00-000-NISL	Laptop Printer	2
10500	9999-00-000-NISL	Portable PA System (Prt-a-Talk)	1
10500	9999-00-000-NISL	VCR Player/Recorder & Monitor (27" Screen)	1
10500	7430-00-461-9594	Electric Typewriter	1
10500	7450-00-553-6618	Cassette/CD Tape Player	1
10500	9999-00-000-NISL	Electronic Keyboard	1
10500	9999-00-000-NISL	Surge Protectors (EFI, with telephone line connection)	4
10500	7310-00-505-0191	Coffee Makers	2
10500	9999-00-000-NISL	Heavy Duty Extension Cord	4
10500	9999-00-000-NISL	Portable Hand-held Radio	4
10500	9999-00-000-NISL	Charger, Battery/Radio	1
10500	9999-00-000-NISL	Electric Fans	2
10500	9999-00-000-NISL	Transformer, 220v-110v	4
10500	9925-00-264-4628	Communion/Tray/Set	1
10500	9925-01-232-8982	Communion Cups/Box	80
10500	9999-00-8WA-552 3	Communion Cup Filler	4
10500	9999-00-000-NISL	Administrative Supplies	1
10500	7110-00-656-1110	Field Desk	4
10500	7110-00-149-1642	Filing Cabinet (2 Drawer, Metal, Key Lock)	1
10500	9999-00-000-NISL	Altar Linens	4
10500	9999-00-000-NISL	Oven, Microwave (1 cu ft capacity)	1

UTC: XFFC8 TITLE: CHP CHAPLAIN EQUIPMENT DEPID: E PILOT UNIT: 0001FTRWG0000			
FAC	NSN	NOMENCLATURE	QTY
10500	9999-00-000-NISL	Coffee Supplies	1
10500	9999-00-000-NISL	Cleaning Supplies	1
10500	4110-01-029-0392	Refrigerator-Compact (Securable)	1
10500	7105-00-269-8463	Folding Chairs	50
10500	9999-00-000-NISL	Ice Chest/Cooler	2
10500	9999-00-000-NISL	Hymnal	50
10500	9925-01-354-7468	Missalette (Annual)	2
10500	9999-00-000-NISL	Missal Paper Music	50
10500	9925-01-367-4253	Jewish Prayer Book	12
10500	9925-01-353-8791	Koran Prayer Book	6
10500	9925-01-353-9310	Rosary	10
10500	9999-00-000-NISL	Literature Variety Handouts	500
10500	9925-00-275-1273	Candles (<i>Box</i>)	1
10500	9925-00-266-7919	<i>Sacramental Wine</i>	3
10500	9925-01-354-3019	<i>Grape Juice (Case)</i>	3
10500	9925-01-353-8785	New testament, Pocket (NIV, with Psalms, Proverbs)	1000
10500	9999-00-000-NISL	Bible, Paperback, Camouflage	300
10500	999-00-000-NISL	Tool Box, w/Miscellaneous Tools	1

6.6. Basic Essential Consumable/Religious Supplies: A valuable lesson learned during the Gulf War was the need to provide a systematic means for deployed Chaplain Service personnel to re-supply consumable/ religious supplies. As a result, a basic list of essential religious supplies with national stock numbers was developed. These items can be requisitioned at deployed locations through military supply channels. **Table 6.5.**, Basic Essential Consumable/Religious Supplies, provides NSNs and a listing of supplies that can be requisitioned.

Table 6.5. Basic Essential Consumable/Religious Supplies.

NSN	DESCRIPTION
9925-01-354-3019	Grape Juice, Dehydrated (To make 16 oz.)
9925-01-353-9312	Host, Small: Unleavened whole wheat, 250 hosts packed in rigid plastic container with resealable lid
9925-01-353-9312	Host Large: Unleavened whole wheat, 50 hosts packed in rigid plastic container with resealable lid
9925-01-353-8786	New American Catholic Bible: Size 4x6 in. plus or minus 1/4 in., 1 to 1 1/4 in. thick; printed on quality paper; moisture resistant soft cover; colors in dark shades of black, blue, maroon, brown, or green

NSN	DESCRIPTION
9925-01-353-8784	KJV Bible: Size 4x6 in. plus or minus 1/4 in., 1 to 1 1/4 in. thick; printed on quality paper; moisture resistant soft cover; colors in dark shades of black, blue, maroon, brown, or green
9925-01-353-8785	NIV Bible: Size 4x6 in. plus or minus 1/4 in. thick; Printed on quality paper; moisture resistant soft cover; colors in dark shades of black, blue, maroon, brown, or green
9925-01-353-8790	Book of Mormon: Size 4x6 in. plus or minus 1/4 in., 1 to 1 1/4 in. thick; printed on quality paper; moisture resistant soft cover; colors in dark shades of black, blue, maroon, brown, or green
9925-01-353-8791	The Holy Quran: Size 4x6 in. plus or minus 1/4 in., 1 to 1 1/4 in. thick; printed on quality paper; moisture resistant soft cover; colors in dark shades of black, blue, maroon, brown, or green
9925-01-354-7648	Catholic Missal: Sunday missal, no larger than 5x7 in., 1/2 to 1 in. thick or 4x6x3/4 in., printed on quality paper, moisture resistant soft cover
9925-01-353-9310	Rosaries: Plastic materiel, cross length 1 1/2 in. long plus or minus 1/4 in., hand made fiber mat, 26 to 28 in. long with instructor card
9925-01-353-8787	Cruciforms/Medals: Non-precious materials, able to be attached to ID tag chain, made of light weight material, cross length 1 1/2 in. plus or minus 1/4 in.
9925-01-353-8788	Cross, Protestant: Celtic, Christian of non-precious materials, cross length 2 in. plus or minus 1/4 in., with plain metal chain 26 to 28 in. long
9925-01-353-8789	Candles, Votive: Sizes 1 1/2 to 2 in. in diameter x 1 1/2 to 30 in. high, made of clean burning wax, straight side, burning time 6 hours
9925-00-266-7919	Wine, Sacramental, White (Angelica), 1/5 gallon bottle (Local Purchase Item)
9925-00-268-7926	Wine, Kosher, Red, 1/5 gallon bottle
9925-00-522-2141	Yarmulke, Satin, Black, with lining
9925-01-367-4252	Holy Scriptures for Jewish Personnel in the Armed Forces of the United States, military version, The Jewish Publication Society of America, 5x6 in., printed on quality paper, moisture resistant soft cover, Hebrew, English translation
9925-01-367-4253	Prayer Book for Jewish Personnel in the Armed Forces of the United States, military version, Commission on Jewish Chaplaincy (JWB), English, 3x5 in., printed on quality paper, moisture resistant soft cover

6.7. Harvest Kits. Harvest Bare, Eagle, & Falcon are nicknames given to air transportable equipment kits containing a variety of items needed to support Air Force personnel under bare base conditions. HQ ACC/HC serves as the OPR that identifies Chaplain Service equipment and supply requirements to be incorporated into Harvest kits. Specific responsibilities include:

- Establishing/Revising the TA for Harvest kits (Major TA revisions are accomplished every 2 or 3 years)
- Annually reviewing Harvest kit UTCs identified in OPlans for currency of Chaplain Service Harvest requirements
- Submitting Chaplain Service Harvest kit equipment additions/changes to HQ ACC/LGXW

NOTE:

HQ PACAF/HC and HQ USAFE/HC also review Harvest Eagle requirements.

6.7.1. Harvest Eagle Chaplain Equipment Listing (TA 159). In general, Harvest Eagle kits provide power and water systems, along with billeting to support 1100 personnel. The Chaplain portion of Harvest Eagle kits contains the items identified in **Table 6.6.**, Harvest Eagle Chaplain Equipment Listing (TA 159).

6.7.2. Harvest Falcon Chaplain Equipment Listing (TA 159). Harvest Falcon kits contain housekeeping and aircraft support materials. They are developed for pre-positioning in Southwest Asia but are worldwide taskable. The equipment and capabilities are nearly identical to Harvest Bare (operational or aircraft support materials) and Harvest Eagle (personnel housekeeping support materials) kits. The chaplain portion of Harvest Falcon kits contains the items listed in **Table 6.7.**, Harvest Falcon Chaplain Equipment Listing (TA159).

Table 6.6. Harvest Eagle Chaplain Equipment Listing (TA 159).

NOMENCLATURE	NSN	QTY
Battery (for cassette recorded)	6135-00-930-0030	8 ea
Bible, Old & New Testament, English, leather covered	9925-09-265-7597	1 ea
Candle Holder and Cover	9925-01-111-1971	1 ea
Candlestick, altar, chrome finish (14-3/8", 7/8" candle holder, 6" base)	9925-00-264-3604	1 pr
Chair, folding	7105-00-269-8463	50 ea
Chaplain's Kit, Catholic	9925-00-754-2292	1 ea
Chaplain's Kit, Jewish	9925-00-754-2293	1 ea
Chaplain's Kit, Protestant	9925-00-285-1285	1 ea
Coffee Maker, 30 cup	7310-00-144-4707	1 ea
Communion Set, Ind cup type (1 base, 1 cover, 1 paten, 3 trays, 120 cups)	9925-00-264-4628	1 st
Cross/Crucifix, chrome finish (24" high)	9925-00-273-4545	1 ea
Desk, field (wood body w/fiber covered sides, wood partitions w/drawers, removable lid w/padlock)	7110-00-267-1999	2 ea
Flag, Christian (cotton, 2 ft hoist, 3 ft fly)	8345-00-265-7510	1 ea
Flag, Jewish (cotton, 2 ft hoist, 3 ft fly)	8345-00-265-7511	1 ea
Flag, National, U.S. (rayon banner cloth, 3 ft hoist, 4 ft fly, 50 star)	8345-00-656-1444	1 ea
Flagstaff, wood, varnish finish (8 ft lg, 1 ferrule, chrome plated spearhead)	8345-00-214-9125	3 ea
JUG, vacuum w/spigot assembly (10 gal)	7330-00-8190-7738	1 ea
Kiddush Cup, ext chrome finish, gold plate (5-9/16" high, 2-3/4" dia @ top)	9925-00-275-1277	1 ea
Public Address Set, portable lectern type, AC/DC current	5830-00-975-2968	1 ea

NOMENCLATURE	NSN	QTY
Monitor/Receiver (VCR), 19"	5820-01-105-6642	1 ea
Recorder, cassette type	5835-00-975-2968	1 ea
Shawl, Jewish prayer	9925-00-522-2100	1 ea
Stand, Bible & Missal, chrome finish (13" long, 11" wide)	9925-00-275-1281	1 ea
Tent, general purpose, large	8340-00-470-2342	1 ea
Trunk, locker, plywood	8460-00-243-3234	1 ea
Typewriter, non-portable, American standard keyboard, manual, 15" carriage, change element type	7340-00-461-9594	1 ea
Video Recorder (VCR)	5836-01-257-2860	1 ea
Yarmulke, Jewish skull cap	9925-00-522-2141	1 ea

Table 6.7. Harvest Falcon Chaplain Equipment Listing (TA 159).

NOMENCLATURE	NSN	QTY
Air Conditioner, 5400 BTU	4120-00-483-2880	1 ea
Assembly Cable, 50 foot	6150-00-255-8313EJ	1 ea
Basket, Wastepaper	7520-00-281-5911	8 ea
Bible, Old & New testament, English, leather covered	9925-09-265-7597	1 ea
Box, distribution (220v)	6110-01-244-3209Y V	1 ea
Broom, upright	7920-00-292-4375	1 ea
Bucket, mop	7920-00-926-5245	1 ea
Candle Holder and Cover	9925-01-111-1971	1 ea
Candlestick, altar chrome finish (<i>14-3/8" candle holder, 6" base</i>)	9925-00-264-3604	1 pr
Chair, folding	7105-00-269-8463	50 ea
Chaplain's Kit, Catholic	9925-00-754-2292	1 ea
Chaplain's Kit, Jewish	9925-00-754-2293	1 ea
Chaplain's Kit, Protestant	9925-00-285-1285	1 ea
Coffee Maker	7310-00-505-0191	1 ea
Communion Set, Ind cup type (<i>1 base, 1 cover, 3 paten, 3 trays, 120 cups</i>)	9925-00-264-4628	1 st
Cross/Crucifix, chrome finish (24" high)	9925-00-273-4545	1 ea
Desk, field (<i>wood body w/fiber covered sides, wood partitions w/drawers, removable lid w/padlock</i>)	7110-00-267-1999	2 ea
Dust Pan	7290-00-616-0109	1 ea
Extinguisher, fire, hand type	4210-01-088-7560	1 ea
Flag, Christian (<i>cotton, 2 ft hoist, 3 ft fly</i>)	8345-00-265-7510	1 ea
Flag, Jewish (<i>cotton, 2 ft hoist, 3 ft fly</i>)	8345-00-265-7511	1 ea
Flag, National, U.S. (<i>rayon banner cloth, 3 ft hoist, 4 ft fly, 50 star</i>)	8345-00-656-1444	1 ea

NOMENCLATURE	NSN	QTY
Flagstaff, wood, varnish (<i>8ft lg, 1 ferrule, chrome plated spearhead</i>)	8345-00-214-9125	3 ea
Hammer, HD sledge	5120-00-251-4489	1 ea
Heater	4250-00-182-7194EJ	1 ea
Jug, vacuum w/spigot assembly (<i>10 gal</i>)	7330-00-8190-7738	1 ea
Kiddush Cup, ext chrome finish, gold plate (<i>5-9/16" high, 2-3/4" dia @ top</i>)	9925-00-275-1277	1 ea
Light Set	5410-PAFLK-5000	1 ea
Mop, wringer	1 ea	7920-00-265-7056
Mop Handle, spring level	7920-00-205-1170	1 ea
Mop Head, cotton	7920-00-634-0203	1 ea
Public Address Set, portable lectern type, AC/DC current	5830-00-975-2968	1 ea
Monitor/Receiver (<i>VCR</i>), 19"	5820-01-105-6642	1 ea
Recorder, cassette type, AC/DC (<i>5 D batteries, 4" speakers</i>)	5835-00-137-3926	1 ea
Shawl, Jewish prayer	9925-00-522-2100	1 ea
Sponge, cellulose	7920-00-884-1116	1 ea
Stand, Bible & Missal, chrome finish (<i>13" long, 11" wide</i>)	9925-00-275-1281	1 ea
Tent, personal, extendible modular (<i>20' x 32', desert sand</i>)	8340-01-185-2628	1 ea
Typewriter, non-portable, American standard keyboard, manual, 15" carriage, change element type	7340-00-461-9594	1 ea
Yarmulke, Jewish skull cap	9925-00-522-2141	1 ea

6.8. Kosher, Halal and Dual-Certified Shelf Stable Meals. Kosher, Halal and Dual-Certified Shelf Stable Meals ("My Own Meal") are camper's pack meals that are available through Base Services to meet special religious dietary requirements for Air Force personnel. They serve as a substitute for Meals Ready to Eat (MRE) and have a 5-year shelf life. **Table 6.8.** provides the nomenclature and national stock numbers (NSN) for My Own Meals that meet both Kosher and Halal certification requirements and are available for troop issue.

Table 6.8. My Own Meal Kosher, Halal and Dual-Certified Shelf Stable Meals.

NOMENCLATURE	NSN
Chicken and Noodles (chicken, noodles & vegetables in sauce)(kosher and halal)	8940-01-397-6656
Chicken, Vegetables and Potatoes (chicken, vegetables and potatoes in sauce) (kosher and halal)	8940-01-397-6657
Chicken Mediterranean (chicken, vegetables, potatoes & beans in sauce) (kosher and halal)	8940-01-397-6658

NOMENCLATURE	NSN
Chicken, rice and Sauce (chicken, brown rice and vegetables in sauce)(kosher and halal)	8940-01-397-6659
Chicken and Black Beans (chicken with beans, vegetables and potatoes) (kosher and halal)	8940-01-397-6660
Cheese Tortellini in Sauce (cheese tortellini in tomato sauce) (kosher and halal)	8940-01-397-6661
Pasta with Garden Vegetables (pasta and vegetables in tomato sauce) (kosher and halal)	8940-01-397-6662
Florentine Lasagna (lasagna noodles with cheese, vegetables and bean in tomato sauce) (kosher and halal)	8940-01-397-6663
Beef Stew (beef, vegetables, potatoes and beans in sauce) (kosher and halal)	8940-01-397-6664
Cheese Tortellini (cheese tortellini with beans in tomato sauce) (kosher and halal)	8940-01-397-6665
Vegetarian Stew (vegetables with potatoes, beans and nuts) (kosher and halal)	8940-01-397-6666
Old World Stew (beef with brown rice, vegetables and beans) (kosher and halal)	8940-01-397-6667

6.9. USAF Chaplain Service Deployment Guide. This guide serves as a checklist to assist Chaplain Service personnel assigned to various exercises and contingency operations. It is not directive, but reminds team members of planning requirements, duties and housekeeping responsibilities. It is not a cure-all for all issues and problems that may occur. Each deployment presents its own characteristics which can not be predicted. By using this guide, those responsible for providing religious support will be able to avoid many pitfalls and obtain good results. The Chaplain Service Institute, Maxwell AFB, Alabama, is the OPR for developing, publishing, and distributing the deployment guide. Chaplain Service personnel can submit recommendations regarding the guide's contents directly to the Chaplain Service Institute.

6.10. Chaplain Funds at Deployment Locations. Per AFI 52-101, paragraph 4.2, the establishment of chaplain funds at deployment locations is not authorized. This policy also applies to their use in general. For example, chaplain funds are not carried by deploying personnel acting as project officers and are not sent to deployed locations by wing/base chaplain functions or supporting MAJCOM/HCs.

6.10.1. When an unfunded religious need exists, deployed chaplains can request assistance from the supported MAJCOM/HC through command channels. Supported MAJCOM/HCs may provide special activity funds to deployed senior chaplains within their theaters of operation to meet unfunded religious needs. The supported MAJCOM/HC ensures these funds are not used to support direct Chaplain Service mission requirements per AFI 65-601, Vol 1, Sec M, paragraph 4.32.3, and establishes accounting processes and internal controls for their use. Examples of internal controls that a supported MAJCOM/HC may establish include . . .

- Forbidding the storage or commingling of personal funds with special activity funds.
- Authorizing only certain personnel access to the funds.

- Requiring funds to be stored in a locked container or safe.
- Requiring records be maintained to fully account for the funds.
- Ensuring Operating Instructions are written for cash handling and accounting procedures.

6.10.2. Knowledge of the following publications is recommended when authorizing or using special activities funds at deployment locations:

- DoDD 5500-7, *Standards of Conduct*.
- AFI 31-209, *The Air Force Resource Protection Program*.
- AFI 52-101, Chaplain Service Responsibilities and Procedures.
- AFMAN 34-214, Procedures for Financial Management and Accounting.

WILLIAM J. DENDINGER, Chaplain, Maj General, USAF
Chief of the Chaplain Service

Attachment 1

GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS, AND TERMS

References

DoD Directives

DoD Regulation 5200.1, *Information Security Program*

Joint Publications

Joint Operation Planning and Execution System, Volumes 1-3

Users Guide for Joint Operation Planning

Joint Publication 1-02, DoD Dictionary of Military and Associated Terms

Joint Publication 1-05, Religious Ministry Support for Joint Operations

Air Force Publications

USAF War and Mobilization Plan, Volumes 1-5

AFPD 10-1, *Mission Directives*

AFPD 10-2, *Air Force Readiness*

AFPD 10-4, *Operations Planning*

AFPD 38-1, *Organization*

AFPD 52-1, *Chaplain Service*

AFI 10-204, *Participation in the Military Exercise Program*

AFI 10-215, *Personnel Support for Contingency Operations (PERSCO)*

AFI-10-217, *Resource Augmentation Duty (READY) Program*

AFI 10-402, *Mobilization Planning*

AFI 10-403, *Deployment Planning*

AFI 10-404, *Base Support Planning*

AFI 10-406, *Mobility for Air Mobility Command (AMC) Forces*

AFI 10-407, *Mobility for Intelligence Command Forces*

AFI 10-410, *Mobility for Air Force Special Operations Command (AFSOC) Forces*

AFI 25-201, *Support Agreements Procedures*

AFI 32-4001, *Disaster Preparedness Planning and Operations*

AFI 36-2238, *Self-Aid and Buddy Care Training*

AFI 38-205, *Wartime and Contingency Manpower Planning, Execution, and Programming*

AFI 41-106, *Medical Readiness Planning and Training*

AFI 52-101, *Chaplain Service Responsibilities and Procedures*

AFM 11-1, *Air Force Glossary of Standardized Terms*

AFMAN 10-401, *Operation Plan and Concept Plan Development and Implementation*

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AFMAN 36-2105, *Officer Classification*

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Abbreviations and Acronyms

AAR—After-Action Report

AB—Air Base (Overseas Only)

ADVON—Advanced Echelon

AFB—Air Force Base

AFCOS—Air Force Combat Operations Staff

AFFOR—Air Force Forces, Component of Unified Command

AFH—Air Force Handbook

AFI—Air Force Instruction

AFM—Air Force Manual

AFMAN—Air Force Manual

AFMEA—Air Force Management Engineering Agency

AFMS—Air Force Manpower Standard

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFSC—Air Force Specialty Code

AIG—Address Indicator Group

ALCC—Airlift Control Center

ANG—Air National Guard

ANGRC—Air National Guard Readiness Center

AOC—Air Operations Center

AOR—Area of Responsibility

APOD—Aerial Port of Debarkation
APOE—Aerial Port of Embarkation
APT—Air Passenger Terminal
ARC—Air Reserve Component
ARPC—Air Reserve Personnel Center
ATH—Air Transportable Hospital
AUTODIN—Automatic Digital Network
BB—Bare Base
BDU—Battle Dress Uniform
BLA—Base-Level Assessment
BOS—Base Operating Support
BSP—Base Support Plan
C2—Command and Control
C3—Command, Control, Communications
C4—Command, Control, Communications, Computers
CA/CRL—Custodian Authorization/Custodian Receipt Listing
CAT—Crisis Action Team
CCC—Chaplain Control Center
CEM—Contingency Exercise, Mobility
CESSE—Communications-Electronics Staff Support Element
CFETP—Career Field Education and Training Plan
CIC—Combat Intelligence Center
CJCS—Chairman, Joint Chiefs of Staff
COA—Course of Action
COB—Collocated Operating Base
COC—Chaplain Orientation Course
COMPES—Contingency Operation/Mobility Planning and Execution System
CONPLAN—Concept Plan
CONUS—Continental United States
CPX—Command Post Exercise
CRH—Casualty Receiving Hospital
CRT—Chaplain Readiness Team

CS—Combat Support
CSE—Combat Support Element
CSP—Contingency Support Plan
CSS—Combat Service Support
CSSP—Chaplain Service Support Personnel
CSTF—Combat Support Task Force
CWOE—Chemical Warfare Defense Equipment
CWDT—Chemical Warfare Defense Training
CWPC—Contingency Wartime Planning Course
DAFSC—Duty Air Force Specialty Code
DLOC—Duty Location Code
DOC—Designed Operational Capability
DOE—Designed Operational Capability
DPG—Defense Planning Guidance
DPU—Deployment Processing Unit
DRI—Date Required In-Place
DRMD—Deployment Requirements Manning Document
DRU—Direct Reporting Unit
EAD—Earliest Arrival Date
EOR—Explosive Ordnance Reconnaissance
ESP—Emergency Special Program
ETL—Estimated TDY Length
FAC—Function Account Code
FGOS—Flag and General Officer Seminar on Joint Planning
FOA—Field Operating Agency
FOIA—Freedom of Information Act
FORSIZE—Force Sizing Exercise
FRAG—Fragmentation
FTX—Field Training Exercise
GCCS—Global Command and Control System
GEOLOC—Geographic Location Code
GSU—Geographically Separated Units

IDO—Installation Deployment Officer
IMA—Individual Mobilization Augmentee
JCS—Joint Chiefs of Staff
JOPES—Joint Operation Planning and Execution System
JPEC—Joint Planning and Execution Community
JPOC—Joint Operation Planning Course
JOC—Joint Operation Center
POW—Prisoner of War
JFACC—Joint Forces Air Component Commander
JSPS—Joint Strategic Planning System
JSCP—Joint Strategic Capabilities Plan
JTF—Joint Task Force
KIA—Killed In Action
LAD—Latest Arrival Date
LB—Limited Base
LCCK—Lightweight Chaplain Combat Kit
LIC—Low Intensity Conflict
LIMFAC—Limiting Factor
LOC—Lines of Communication
LOGDET—Logistics Detail
LOGFOR—Logistics Force Packaging System
LOGMOD-B—Logistics Module (B-Base Level)
LRC—Lesser Regional Contingency
LRP—Limited Reaction Package
MB—Main Base
MAJCOM—Major Command
MANFOR—Manpower Force Packaging
MANPER-B/I/H/M—Manpower and Personnel Module (B-Base Level, I-Intermediate Level, H-Headquarters USAF, M-MAJCOM Level)
MCC—Mobility Control Center
MDS—Manpower Data System
MEFPAK—Manpower and Equipment Force Packaging System
MIA—Missing In Action

MISCAP—Mission Capability Statement
MOOTW—Military Operations Other Than War
MPF—Military Personnel Flight
MPRC—Manpower and Personnel Readiness Center
MSEL—Master Scenario Events Listing
MSN—Mission
MTMC—Military Traffic Management Command
MTF—Medical Treatment Facility
MTW—Major Theater War
NCA—National Command Authority
NCOIC—Non-commissioned Officer in Charge
NDMS—National Disaster Medical System
NEO—Noncombatant Evacuation Operation (Order)
NOFORN—Not Releasable to Foreign Nationals
NSC—National Security Council
NSN—Nation Stock Number
OPCON—Operational Control
OPLAN—Operation Plan
OPORD—Operation Order
OPSEC—Operations Security
ORI—Operational Readiness Inspection
PAA—Primary Aircraft Authorization
PAX—Passengers
PDS—Personnel Data System
PERSCO—Personnel Support for Contingency Operations
PID—Plan Identification
PIM—Pretrained Individual Manpower
POC—Point of Contact
PRC—Personnel Readiness Center
PT—PERSCO Team
QRP—Quick Reaction Package
RDD—Required Delivery Date

READY—Resource Augmentation Duty
RWG—Readiness Working Group
ROE—Rules of Engagement
SAF—Secretary of the Air Force
SAR—Search and Rescue
SARAH—Standard Automated Remote to Autodin Host
SB—Standby Base
SCI—Sensitive Compartmental Information
SECDEF—Secretary of Defense
SEI—Special Experience Identifier
SITREP—Situation Report
SOF—Special Operations Forces
SORTS—Status of Resources and Training System
SRR—Search, Recovery and Reconstitution
STU-III—Secure Telephone Unit
TA—Table of Allowance
TACC—Tactical Air Control
THREATCON—Terrorist Threat Condition
TPFDD—Time-Phased Force and Deployment Data
TPFDL—Time-Phased Force and Deployment List
TQRI—Training Requirement Identifier
UCMJ—Uniformed Code of Military Justice
ULN—Unit Line Number
UMM—Unit Mobility Manager
UMT—Unit Mobility Tasking
USAFR—United States Air Force Reserve
UTC—Unit Type Code
WAA—Wartime Aircraft Activity
WIA—Wounded In Action
WIN—WWMCCS Inter-Computer Network
WMP—War and Mobilization Plan
WRM—War Reserve Materiel

WRSK—War Readiness Spares Kit

Refer to AFM 11-1 (US Air Force Glossary of Standard Terms), Joint Publication 1-02 (DoD Dictionary of Military and Associated Terms), and Joint Pub 5-03.1 for complete definitions of these abbreviations and acronyms.

Terms

Advanced Echelon (ADVON)—A team of airlift control element members deployed in advance of the main airlift control element to coordinate requirements at the arrival air field. The ADVON may deploy equipment to establish communications with command and control agencies and to establish the airlift operations center before the main airlift control element arrives. (AFI 10-401)

Air Reserve Component (ARC)—Air Reserve Components are composed of units and individuals of the Air National Guard of the United States (ANG) and the United States Air Force Reserve (USAFR). (AFI 10-402)

Allocation—The resources furnished to the commander of a unified command by the NCA with the advice from the Chairman, Joints Chiefs of Staff, in consultation with other members of the Joint Chiefs of Staff, for execution planning or actual execution. (JCS Pub 5-03.1)

Apportion (Planning)—The resources made available to the commander of a unified command for deliberate planning. Apportioned resources are used in the development of operation plans and may be more or less than those allocated for execution planning or actual execution. (JCS Pub 503.1)

Assigned Forces—Forces under the combatant command or operational control of a commander. (JCS Pub 1-02)

Attached—The condition of being present for duty at a unit other than the one to which permanently assigned as a result of valid military orders. (AFM 30-130, Vol II)

Available-to-Load Date (ALD)—A date specified for each unit in a TPFDD indicating when that unit will be ready to move from the port of embarkation. (JCS Pub 5-03.2)

Bare Base—A base having a runway, taxiway(s), and parking area(s) which are adequate for the deployed force and possessing an adequate source of water that can be made potable. (AFI 38-205)

Base Level Assessment (BLA)—The process of determining wartime base support requirements after deployments and receptions have taken place. (AFI 38-205)

Base Support Plan (BSP)—The installation level planning accomplished to support unified command wartime operations plans, as well as MAJCOM supporting plans. It cuts across all functional support areas in a consolidated view of installation missions, requirements, capabilities and limitations to plan for actions and resources supporting war or contingency operations, including deployment, post-deployment, and employment activities. (AFMAN 10-403)

Beddown—Location to which a unit or force employs.

C-Day—The unnamed day on which a deployment operation commences or is to commence. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements utilizing any or all types of transport.

C-Level—Category level for overall unit and each of the four measured resource areas within SORTS.

Chairman's Guidance (CG)—A CJCS document providing guidance to the Joint Staff and information

to the CINCs, Services, and Secretary of Defense regarding the framework for building the National Military Strategy Document (NMSD). Serves as a bridge between initial assessments and conclusions reached by the JCS during the Joint Strategy Review and the process that builds the NMSD.(MOP 7)

CINC's Required Date (CRD)—The original date specified by the CINC for arrival of forces or cargo at the destination; shown in the TPFDD to access the impact of later arrival.(JCS Pub 5-03.1)

Collocated Operating Base (COB)—An allied base designated for joint or unilateral use by US wartime tactical augmentation forces or for the wartime relocation of in-place US forces. US use of such a base for contingencies or exercises is desirable. War Reserve Materiel (WRM) may be for use by these forces. A COB may be a Main, Standby, or Limited Base.(WMP 1, Vol 1)

Combat Service Support Elements—Those elements whose primary mission is to provide service support to combat forces and which are a part, or prepared to become a part, of a theater command or task force formed for combat operations.(JCS Pub 1-02)

Combat Unit—A military organization that is expected to be offensively employed to fire weapons, conduct reconnaissance, or engage in other operational activity directly related to combat and is likely to receive hostile fire.(AFMAN 10-401)

Combatant Commander—A commander in Chief of one of the unified combatant commands established by the President.(JCS Pub 1-02)

Combined Command—A force, under a single commander, that consists of sizable assigned or attached elements of two or more allied nations.

Component Command—The component commander and all those individuals, units, detachments, organizations, or installations under his command that have been assigned to the unified command.(JCS Pub 0-2)

Concept of Operations (CONOPS)—Frequently referred to as commander's concept. A verbal or graphic statement, in broad outline, of a commander's assumptions or intent in regard to an operation or series of operations. The concept is designed to give an overall picture of the operation.(JCS Pub 1-02)

Concept Plan (CONPLAN)—An operation plan in an abbreviated format that would require considerable expansion or alteration to convert it into an OPLAN or OPORD. A CONPLAN contains the CINCs Strategic Concept and those annexes and appendices deemed necessary by the CINC to complete planning. Generally, detailed support requirements are not calculated and TPFDD files are not prepared.(JCS Pub 5-03.1)

Concept Summary (CONSUM)—A concept of operations in JOPES VOL II, (plan summary) format which addresses JSCP or other CJCS planning taskings in CONPLAN or OPLAN; primarily used in the JSCP to address consequences, requirements, constraints, and shortfalls of executing the second of two Major Theater Wars (MTWs).(JSCP CY 93-95)

Contingency or Contingency Operations—Operations with limited objectives less than general or limited war. (AFMAN 10-401)

Contingency Operation/Mobility Planning and Execution System (COM—PES) The Air Force standard automated data processing subsystem of the Joint Operation Planning and Execution System (JOPES), which is used by operations, logistics, manpower and personnel planners at all levels to develop and maintain force packages and task requirements for operation plan time-phased force and deployment data (TPFDD).(AFMAN 10-401)

Crisis—A crisis is an incident or situation involving a threat to the United States, its territories, citizens, military forces, and possessions or vital interests that develops rapidly and creates a condition of such importance that commitment of US military forces and resources is contemplated to achieve national objectives.

Crisis Action Procedures (CAP)—A set of procedures which provide guidance and procedures for joint operation planning by military forces during emergency or time sensitive situations. The procedures give the JCS information to develop timely recommendations to the National Command Authorities for decisions involving the use of US military forces.(JOPES Vol I)

D-Day—The unnamed day on which a particular operation (i.e., land assault, air strike, naval bombardment, parachute assault, or amphibious assault) commences or is to commence.

Deliberate Planning—The JOPES process involving the development of joint OPlans for contingencies identified in joint strategic planning documents. Conducted principally in peacetime, deliberate planning is accomplished in prescribed cycles and in accordance with the formally established Joint Strategic Planning System.(JCS Pub 5-03.1)

Deployment Requirements and Manning Document (DRMD)—A product reflecting the manpower requirements and unit tasking for a contingency or exercise deployment.

Designed Operational Capability (DOC)—A mission for which a measured unit has been equipped, organized, designed, tasked, and trained.

Earliest Arrival Date (EAD)—A day, relative to C-Day, that is specified by a planner as the earliest date when a unit, a re-supply shipment, or replacement personnel can be accepted at a port of debarkation during a deployment. Used with the latest arrival date (LAD), it defines a delivery window for transportation planning. (JCS Pub 5-03.3)

Employment—The tactical use of aircraft or forces in a desired area of operation. The actual use of forces within a combat zone or an objective area. Forces may be either deployed, already in-place, or both. (JCS Pub 1)

Employment Requirements Document (ERD)—A product providing total manpower requirements to be employed at a TDY location.

Execute Order (EXORD)—An order issued by the Chairman, Joint Chiefs of Staff, by the authority and at the direction of the Secretary of Defense, to implement an NCA decision to initiate military operations. (JCS Pub 5-03.1)

F-Hour—The effective time of announcement by the Secretary of Defense to the military department of a decision to mobilize Reserve units.

Feasible Arrival Date (FAD)—In a JOPES Joint Flow Analysis System for Transportation (JFAST), the earliest computer-forecast date after the designated earliest arrival date (EAD) that each movement requirement would be unloaded at the port of debarkation (POD). When the FAD is later than the latest arrival date (LAD), a transportation shortfall exists. (JCS Pub 503.3)

Force Identification—Assignment or reassignment of a Force Requirement Number (FRN) to each unit level entry in the TPFDD to distinguish units with identical UTCs. This assignment is completed by a specific module of the FRG.

Force Module—A grouping of combat and combat support force packages linked together or uniquely

identified so they may be extracted from or adjusted as an entity in the TPFDD file to enhance flexibility and usefulness of the operation plan during a crisis. (AFMAN 10-401)

Force Package—A predefined, standardized grouping of manpower and/or equipment to provide a specific wartime capability. Commonly called a UTC.

Force Requirement Generator (FRG)—The JOPES ADP application program that is used by the planner to build a time-phased force list. It is used during the Force Planning step of the Plan Development Phase of deliberate planning. A planner can add, delete, or modify force data using different modules of the FRG. The force and deployment information from the FRG begins the development of the TPFDD. The FRG also produces summary reports for analysis. (JCS Pub 5-02.3)

Force Shortfall—A deficiency in the number or type of units available for planning within the time required for the performance of an assigned task. (AFMAN 10-401)

Force Sourcing—The identification of the actual units, their origins, ports of embarkation and movement characteristics to satisfy the time-phased force requirements of a supported commander. (JCS Pub 1-02)

Force Tailoring—The process of altering or tailoring the UTC packages that are described in the TUCHA to meet specific needs of requirements.

FORSIZE (Force Sizing Exercise)—The Air Force method of determining total wartime support force requirements. (AFI 38-205)

Full Mobilization—Expansion of the active armed forces resulting from action by Congress and the President to mobilize all reserve component units, individual reservists, retired military personnel, and the resources needed for their support to meet the total requirements of a war or other national emergency involving an external threat of the national security. (JCS Pub 1-02)

H-Hour—The specific time at which an operation or exercise commences or is due to commence.

HARVEST BARE—A nickname for an air transportable package of hardwall shelters and equipment designed to support Air Force operations and personnel in bare base situations.

HARVEST EAGLE—A nickname for an air transportable package of housekeeping equipment, spare parts, and supplies required to support Air Force general purpose forces and personnel under bare base conditions. Each kit is designed to provide soft-wall housekeeping support for 1100 personnel.

HARVEST FALCON—A nickname for an air transportable package of hard-wall shelters, soft-wall tents, and equipment required for base and personnel housekeeping sets and aircraft support sets in bare base conditions.

Individual Mobilization Augmentee (IMA)—An Air Force Ready Reservist assigned to a specific position within the active force, which would be assumed upon mobilization. (AFI 36-2629)

Individual Ready Reserve (IRR)—Members of the Ready Reserve who are not assigned to the Selected Reserve and are not on active duty. (AFI 10-402)

In-place Force—An assigned force which conducts its wartime mission from its peacetime location.

Installation Deployment Officer (IDO)—The individual acting for the installation commander in the overall direction and control of deployments from a base.

Joint Flow and Analysis System for Transportation (JFAST)—Determines the transportation feasibility of a course of action or OPlan; provides daily lift assets needed to move forces and re-supply;

advises logistics planners of channel and port inefficiencies; and interprets shortfalls from various flow possibilities.

Joint Operations Planning and Execution System—A continuously evolving system that is being developed through the integration and enhancement of earlier planning and execution systems: Joint Operation Planning System and Joint Deployment System. It provides the foundation for conventional command and control by national- and theater- commanders and their staffs. It is designed to satisfy their information needs in the conduct of joint planning and operations. Joint Operation Planning and Execution System (JOPES) includes joint operation planning policies, procedures, and reporting structures by communications and automated data processing systems. JOPES is used to monitor, plan, and execute mobilization, deployment employment, and sustainment activities associated with joint operations. (JCS Pub 1-02)

Joint Planning Document (JPD)—A document that provides concise programming priorities, requirements, or advice to the Secretary of Defense for considerations during the preparation of the Defense Planning Guidance (DPG).

Joint Strategic Capabilities Plan (JSCP)—The JCSP contains the strategic concept to support the national security objective and military objectives derived, and gives guidance to the CINCs and the Chiefs of the Services for accomplishing military tasks, based on projected military capabilities and conditions during the short-range period. It apportions forces and lift assets available for planning. (AFMAN 10-401)

Joint Task Force (JTF)—A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a subunified commander, or an existing joint task force commander. (JCS Pub 1-02)

L-Hour—The specific hour on C-Day at which a deployment operation commences or is to commence.

Latest Arrival Date (LAD)—A day, relative to C-Day, that is specified by a planner as the latest date when a unit, a re-supply shipment, or replacement personnel can arrive at the port of debarkation and support the concept of operations. Used with the earliest arrival date (EAD), it defines a delivery window for transportation planning. (JCS Pub 5-02.3)

Limited Base (LB)—A base which is austere manned and normally has no permanently assigned operational tactical forces but may possess a small force for specific operations (weather surveillance, alert aircraft, special purpose aircraft, etc.). With personnel augmentation \, this base is capable of receiving deploying forces. It may have facilities for communications, air traffic control, navigational aids, maintenance, base supply, munitions, weather, medical services, billeting, messing, transportation, and operational support. It may or may not be supported in peacetime as a satellite of a main base. War reserve materiel, including POL, may be maintained in a state of readiness for use by the deploying force. to initiate and sustain operations. Additional support personnel and equipment must be provided.

Limiting Factor (LIMFAC)—A factor or condition that, either temporarily or permanently, impedes mission accomplishment (for example, transportation network deficiencies, lack of in-place facilities, malpositioned forces or materiel, extreme climatic conditions, distance, transit or overflight rights, political conditions, and so on. (JCS Pub 5-03.1)

M-Day—The term used to designate the day on which mobilization commences or is due to commence.

Main Base (MB)—A base on which all essential buildings and facilities are erected. Total organizational and intermediate maintenance capability exists for assigned weapon systems. The intermediate

maintenance capability may be expanded to support specific weapon systems deployed to the MB. (AFM 11-1, Vol I)

Manpower Force (MANFOR) Packaging—A system of the manpower and equipment force packaging (MEFPAK) system. Defines the manpower characteristics of standard Air Force UTCs. (AFMAN 10-401)

Manpower and Equipment Force Packaging (MEFPAK) System—A data system designed to support contingency and general war planning with predefined and standardized manpower and equipment force packages. MEFPAK, which operates in the command and control environment, is composed of two subsystems: the manpower force (MANFOR) packaging system and the logistics force (LOGFOR) packaging system. (AFMAN 10-401)

Mini-record (TIC 40E)—The TDY mini-record is a small (approximately 200 characters) individual data record used for tracking and managing individuals who are TDY for manning assistance, exercise, rotational, and contingency purposes. Data in the record is updated as changes and corrections occur. The mini-record is generated by the MANPER-B system when an individual departs or is projected to depart for a TDY. (AFM 30-3, Vol I)

Mission Capability (MISCAP)—A short paragraph that describes the capability a specific unit type code is expected to have at execution. The statement usually contains pertinent information such as type base to be deployed to, functions included, and other augmentation requirements necessary to conduct specific missions. (AFM 11-1, Vol I)

Mobilization—The act of assembling and organizing national resources to support national objectives in time of war or other emergencies. (JCS Pub 1-02)

N-Day—In deliberate planning, N-Day signifies a negative C-Day or the number of days preceding C-Day. In execution or time-sensitive planning, N-Day signifies the day a unit is notified for deployment or redeployment.

National Military Strategy Document (NMSD)—Provides the advice of the Chairman, Joint Chiefs of Staff, in consultation with other members of the JCS and the CINCs, to the President, Secretary of Defense, and National Security Council as to the recommended national military strategy and fiscally constrained force structure required to attain the national security objectives. The NMS, along with the JPD, is designed to assist the Secretary of Defense in the preparation of the DPG and to guide development of the JSCP.

National Objectives—The aims, derived from national goals and interests, toward which a national policy or strategy is directed and efforts and resources of the nation are applied. (JCS Pub 1-02)

National Policy—A broad course of action or statements of guidance adopted by the government at the national level in pursuit of national objectives. (JCS Pub 1-02)

National Security—A collective term encompassing both national defense and foreign relations of the United States. Specifically, the condition provided by a military or defense advantage over any foreign nations or group of nations, or a favorable foreign relations position, or a defense posture capable of successfully resisting hostile or destructive action from within or without, overt or covert. (JCS Pub 1-02)

National Security Strategy—The art and science of developing, applying, and coordinating the instruments of national power (diplomatic, economic, military, and informational) to achieve objectives that contribute to national security. Also called national strategy or grand strategy. (JCS Pub 0-2)

Noncombatant Evacuation Operation (NEO)—Operations directed by the Department of State (the Department of Defense or other appropriate authority) whereby noncombatants are evacuated from areas of danger overseas to safehavens or to the United States. (WMP I)

Operation Order (OpOrd)—A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. (JCS Pub 1-02)

Operation Plan (OPlan)—Any plan, except for the Single Integrated Operation Plan, for the conduct of military operations. Plans are prepared by combatant commanders in response to requirements established by the Chairman of the Joint Chiefs of Staff and by commanders of subordinate commands in response to requirements tasked by the establishing unified commander. Operation plans are prepared in either a complete format (OPLAN) or as a concept plan (CONPLAN). The CONPLAN can be published with or without a time-phased force deployment data (TPFDD) file. a. OPLAN—An operation plan for the conduct of joint operations that can be used as a basis for development of an operation order (OPORD). An OPLAN identifies the forces and supplies required to execute the CINC's Strategic Concept and movement schedule of these resources to the theater of operations. The forces and supplies are identified in TPFDD files. OPLANs will include all phases of the tasked operation. The plan is prepared with the appropriate annexes, appendixes, and TPFDD files as described in the Joint Operation Planning and Execution System manuals containing planning policies, procedures, and formats. Also called OPLAN. b. CONPLAN—An operation plan in an abbreviated format that would require considerable expansion or alteration to convert it into an OPLAN or OPORD. A CONPLAN contains the CINC's Strategic Concept and those annexes and appendixes deemed necessary by the combatant commander to complete planning. Generally, detailed support requirements are not calculated and TPFDD files are not prepared. Also called CONPLAN. c. CONPLAN with TPFDD—A CONPLAN with TPFDD is the same as a CONPLAN except that it requires more detailed planning for phased deployment of forces. (JCS Pub 1-02)

Operations Tempo (OPSTEMPO)—A readiness term used to refer to how many hours personnel are working in support of military operations.

PALACE BLITZ—The project name the MPF, PT, and supporting and supported component commands use to relieve personnel levies and request filler and replacement personnel during contingency, wartime, and emergency operations. (See definition for PALACE EXERCISE).

PALACE ENVOY—The project name HQ USAF uses for special TDYs. HQ USAF directs its use for deployments that support unique geographical or political missions (for example, United Nations missions, the Department of Justice, mobile training teams, and military liaisons).

PALACE EXERCISE—The project name for the exercise counterpart of PALACE BLITZ.

PALACE TENURE—The project name HQ AFPC uses to assign TDY support for long-term contingency operations in which personnel rotate to maintain operations.

PALACE TRIP—The project name MPFs or MAJCOMS use to request inter- or intra-command TDY manning assistance to backfill their personnel shortages.

Partial Mobilization—Expansion of the active Armed Forces resulting from action by Congress (up to full mobilization) or by the President (not more than 1,000,000 for not more than 24 consecutive months) to mobilize Ready Reserve Component units, individual reservists, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security. (JCS Pub 1-02)

Peacemaking—The process of using mediation, conciliation, arbitration, or diplomatic initiatives to peacefully resolve a conflict.

Peacekeeping—Military operations undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (cease fire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement. (JCS Pub 1-02)

Peace Enforcement—Application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order. (JCS Pub 1-02)

Peace Building—Post-conflict actions, predominately diplomatic and economic, that strengthen and rebuild governmental infrastructure and institutions in order to avoid a relapse into conflict. (JCS Pub 1-02)

Personnel Tempo (PERSTEMPO)—A readiness term used to refer to length of time personnel are TDY from their home base in support of military operations.

Pilot Unit—A unit tasked to develop the standard manpower and/or logistics (MFEL and LOGDET) portion of a UTC package for use by all units (non-pilot) with the same functional tasking or the same weapon system. (AFMAN 10-401)

Port of Debarkation—The geographic point at which cargo or personnel are discharged. May be a seaport or aerial part of debarkation. For unit requirements, it may or may not coincide with the destination. Also called POD. (JCS Pub 1-02)

Port of Embarkation—The geographic point in a routing scheme from which cargo or personnel depart. May be a seaport or aerial port from which personnel and equipment flow to port of debarkation. For unit and nonunit requirements, it may or may not coincide with the origin. Also called POE. (JCS Pub 1-02)

Port of Support—The geographic point (port or airport) in an objective area which may be used as a distribution point for non-unit-related supplies and replacement personnel. The port of support is the terminal point in the routing scheme for strategic deployment. (JCS Pub 5-02.3)

Prepositioned War Reserve Materiel—That portion of the WRM which approved plans dictate to be positioned before hostilities to ensure timely support of a specific project or designated force during the initial phase of a war or contingency, pending re-supply. (AFR 400-24)

Preposition—To place military units, equipment, or supplies at or near the point of planned use or at a designated location to reduce reaction time, and to ensure timely support of a specific force during initial phases of an operation. (JCS Pub 1-02)

Q-Hour—The hour mobility operations start in preparation for deployment.

R-Day—Redeployment day. The day on which redeployment of major combat (CS and CSS) forces begins in an operation.

Ready Reserve—The Selected Reserve, Individual Ready Reserve, and Inactive National Guard liable for active duty as prescribed by law (US Code, title 10 (DOD), sections 10142, 12301, and 12302). (JCS Pub 1-02)

Ready to Load Date (RLD)—The date when a unit will be ready to move from its origin.(AFMAN 10-401)

Redeployment—The transfer of a unit, an individual, or supplies deployed in one area to another area, or

to another location within the area, or to the zone of interior for the purpose of further employment. (JCS Pub 1-02)

Required Delivery Date—A date, relative to C-day, when a unit must arrive at its destination and complete offloading to properly support the concept of operations. Also called RDD. (JCS Pub 1-02)

Reserve Components—Reserve components of the Armed Forces of the United States are: a. the Army National Guard of the United States; b. the Army Reserve; c. the Naval Reserve; d. the Marine Corps Reserve; e. Air National Guard of the United States; f. the Air Force Reserve; and g. the Coast Guard Reserve (JCS Pub 1-02)

Safe Haven—Designated area(s) to which noncombatants under the United States Government's responsibility, commercial vehicles, and materiel may be evacuated during a domestic or other valid emergency. (JCS Pub 1-02)

Selective Mobilization—Expansion of the active Armed Forces resulting from action by Congress and/or the President to mobilize Reserve Component units, Individual Ready Reservists, and the resources needed for their support to meet the requirements of a domestic emergency that is not the result of an enemy attack. (AFI 10-402)

Shortfall—The lack of forces, equipment, personnel, materiel, or capability identified as a plan requirement that would adversely affect a command's ability to accomplish its mission and that is not immediately available to satisfy mission requirements. (JCS Pub 5-03.1)

Short Ton (STON or S/T)—The unit of measure (2,000 lbs) for equipment or supplies. (AFMAN 10-401)

Sourcing—The identification of the actual units, their origins, and POEs to satisfy the notional force requirements in the TPFDD.

Standby Base (SB)—An austere base, designed for wartime use, having adequate airfield facilities to accept deployed aircraft. SBs will be maintained in a caretaker status until augmented, at which time the SB will be capable of receiving and employing assigned aircraft. To initiate and sustain operations, all supporting personnel, supplies, and equipment must be provided. POL and munitions may be prepositioned in a state of readiness for use by the deploying forces.

Standby Reserve—Those units and members of the Reserve Components (other than those in the Ready Reserve or Retired Reserve) who are liable for active duty only, as provided in their US Code, title 10 (DOD), sections 10151, 12301, and 12306. (JCS Pub 1-02)

Support Forces—Non-flying forces such as those contained in the USAF WMP 3, Part 2 which normally operate in a combat area and must maintain a deployment capability.

Supported Commander—The commander have primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. (JCS Pub 1-02)

Supporting Command—A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. Includes the designated combatant commands and Defense agencies as appropriate. (JCS Pub 1-02)

Tactical Control (TACOM)—The detailed and, usually, local direction and control of movements or

maneuvers necessary to accomplish missions or tasks assigned. (JCS Pub 1-02)

Time-Phased Force and Deployment Data (TPFDD)—The Joint Operation Planning and Execution System data base portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan, including: a. In-place units. B. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation. C. Routing of forces to be deployed. D. Movement data associated with deploying forces. E. Estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces. F. Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources. Also called TPFDD. (JCS Pub 1-02)

TPFDD Maintenance—The process that allows a supported commander to incorporate changes to Time-Phased Force and Deployment Data that occur after the TPFDD becomes effective for execution. TPFDD maintenance is conducted by the supported CINC in coordination with supporting CINCs, Service components, USTRANSCOM, and other agencies as required.

Total Mobilization—Expansion of the active Armed Forces resulting from action by Congress and the President to organize and/or generate additional units or personnel, beyond the existing force structure, and the resources needed for requirements of a war or other national emergency involving an external threat to the national security.

Type Unit Characteristics Data File (TUCHA)—It provides standard planning data and movement characteristics of personnel, cargo, and accompanying supplies associated with deployable type units of fixed composition. The TUCHA file contains the weight and volume of selected cargo categories, physical characteristics of the cargo, and the number of personnel requiring non-organic transportation. (JCS Pub 5-02.3)

Unified Command—A command with a broad continuing mission under a single commander and composed of significant assigned components of two or more Military Departments, and which is established and so designated by the President, through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of staff. Also called unified combatant command. (JCS Pub 1-02)

Unit Identification Code (UIC)—A six-character alphanumeric code that uniquely identifies each Active, Reserve, and National Guard unit of the Armed Forces. (JCS Pub 1-02)

Unit Level Code (ULN)—A TPFDD data element indicating the level of command of the force requirement. (AFMAN 10-401)

Unit Line Number (ULN)—A seven-character alphanumeric code that uniquely describes a unit entry (line) in a JOPES TPFDD. (JCS Pub 1-03.2)

Unit Type Code (UTC)—A five-character alphanumeric code that uniquely identifies each type unit of the Armed Forces. (JCS Pub 1-02)

War and Mobilization Plan (WMP)—The WMP provides the Air Staff and Air Force commanders with current policies and planning factors for conducting and supporting wartime operations. It establishes requirements for developing mobilization and planning programs for industrial production to support sustained contingency operations of the programmed forces. (WMP 1)

War Reserve Materiel (WRM)—That portion of materiel, above and beyond peacetime operating

stocks, required to support the increased activity of forces during wartime. WRM is necessary to assure the timely response and sustainability of weapon systems to support forces, activities and mission objectives for wartime scenarios consistent with Defense Guidance.

World-Wide Military Command and Control System (WWMCCS)—A system which established a set of command and control capabilities supporting the NCA, JCS, and major field commanders, down to the Service component commands.(JCS Pub 1-03.2)

X-Hour—The effective beginning time of an exercise.

Attachment 2

CHAPLAIN FUNCTION UTC MISSION CAPABILITIES STATEMENTS (MISCAPS) CHAPLAIN READINESS TEAM COMPOSITION/MISCAP MANPOWER DETAILS MISSION CAPABILITY STATEMENTS

UTC XFECC - CATHOLIC CHAPLAIN READINESS TEAM

UTC CLASSIFICATION (U) This UTC provides one Catholic Chaplain and one enlisted support personnel to support response to military operations. Deployable to any type base, ATH, or contingency hospital. Source: Active, Reserve, and Guard. This UTC is also used to ensure appropriate faith group taskings to support mission requirements.

AUTHORIZED SUBSTITUTIONS: Grades O2 through O5 and grades E-1 through E-7 are authorized. Refer to AFI 10-403 and AFMAN 10-401 for other substitution criteria.

MANNING: Chaplain planners use this UTC with AFSC 52R3C (with suffix) to ensure appropriate faith group tasking supports mission requirements.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs per person.
- Chaplain new or old lightweight kit (chaplain only)
- **EXCEPTION:** The supporting command, with approval from the supported command, directs otherwise.

TRAINING:

- CWDT training
- Explosive Ordnance Reconnaissance (EOR) training
- Self-aid and buddy care training
- Small arms training (enlisted only)

PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	CATHOLIC CHAPLAIN	52R3C	1LT - LIEUTENANT COLONEL
1	105A	CHAPLAIN SER-VICE SUPPORT APPRENTICE, CRAFTSMAN, OR TECHNICIAN	5R031, 51 OR 71	AIRMAN - MASTER SERGEANT

RECAPITULATION: OFFICER -1 ENLISTED - 1 CIVILIAN - 0

UTC XFFCP - PROTESTANT CHAPLAIN READINESS TEAM

UTC CLASSIFICATION (U) This UTC provides one Protestant Chaplain and one enlisted support personnel to support response to military operations. Deployable to any type base, ATH, or contingency hospital. Source: Active, Reserve, and Guard. This UTC is also used to ensure appropriate faith group taskings to support mission requirements.

AUTHORIZED SUBSTITUTIONS: Grades O2 through O5 and grades E-1 through E-7 are authorized. Refer to AFI 10-403 and AFMAN 10-401 for other substitution criteria.

MANNING: Chaplain planners use this UTC with AFSC 52R3A (with suffix) to ensure appropriate faith group tasking supports mission requirements.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs per person.
- Chaplain new or old lightweight kit (chaplain only)
- EXCEPTION: The supporting command, with approval from the supported command, directs otherwise.

TRAINING:

- CWDT training
- Explosive Ordnance Reconnaissance (EOR) training
- Self-aid and buddy care training
- Small arms training (enlisted only)

PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	PROTESTANT CHAPLAIN	52R3A	1LT - LIEUTEN- ANT COLONEL
1	105A	CHAPLAIN SER- VICE SUPPORT APPRENTICE, CRAFTSMAN, OR TECHNI- CIAN	5R031, 51 OR 71	AIRMAN - MAS- TER SERGEANT

RECAPITULATION: OFFICER -1 ENLISTED - 1 CIVILIAN - 0

UTC XFEC1 - PROTESTANT CHAPLAIN

UTC CLASSIFICATION (U) This UTC provides Protestant chaplain support at any type base, Air Transportable Hospital (ATH), and contingency hospital. Source: Active, Reserve, and Guard. This UTC may deploy as part of a Chaplain Readiness team (CRT) or follow-on core UTC package. This UTC is also embedded in the following core UTCs and should be taken into consideration when building a force structure: 9AAB1, 9AABC, , 9AAJ3, 9AAJ4, 9AART, and CTJLH. Chaplain Planners may:

- Use this UTC as a stand-alone capability.
- Add other chaplain function UTCs to this UTC to build CRTs.
- Add this UTC to a chaplain readiness function.

AUTHORIZED SUBSTITUTIONS: Grades 02 through 04 are authorized. Refer to AFI 10-403 and AFMAN 10-401 for other substitution criteria.

MANNING: Chaplain planners use this UTC with AFSC 52R3A (with suffix) to ensure appropriate faith group tasking support mission requirements.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs
- Chaplain new or old lightweight kit
- EXCEPTION: The supporting command, with approval from the supported command, directs otherwise.

TRAINING: Mandatory training includes:

- CWDT training
- Explosive Ordnance Reconnaissance (EOR) training
- Self-aid and buddy care training

PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	PROTESTANT CHAPLAIN	52R3A	MAJOR

RECAPITULATION: OFFICER - 1 ENLISTED - 0 CIVILIAN - 0 TOTAL-1

UTC XFEC2 - CHAPLAIN SERVICE SUPPORT PERSONNEL (CSSP)

UTC CLASSIFICATION (U) This UTC provides support functions for chaplain operations. Deployable to any type base, Air Transportable Hospital (ATH), and contingency hospital. Source: Active, Reserve, and Guard. This UTC may also deploy as part of a Chaplain Readiness Team (CRT) or core UTC package. This UTC is also embedded in the following core UTCs and should be taken into consideration when building a force structure: 9AAB1, 9AAGB, , 9AAJ4, 9AART, CTJPA, CTJPB, CTJLA, CTJPC, CTJLH, and CTJSC. Chaplain planners may:

- Use this UTC as a stand-alone capability.
- Add other chaplain function UTCs to this UTC to build CRTs.

AUTHORIZED SUBSTITUTIONS: Skill Level 3 through 7 is authorized. Refer to AFI 10-403 and AFMAN 10-401 for other substitution criteria.

MANNING: Chaplain planners use AFSC 5R031 through 5R071 to support mission requirements.

EQUIPMENT: N/A

- **EXCEPTION:** The supporting command, with the approval from the supported command, directs otherwise.
- Professional equipment not to exceed 70 lbs

TRAINING: Mandatory training includes:

- CWDT training
- Explosive Ordnance Reconnaissance (EOR) training
- Self-aid and buddy care training
- Small arms training

PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	CSSP	5R051	

RECAPITULATION: OFFICER - 0 ENLISTED - 1 CIVILIAN - TOTAL 1

UTC XFEC3 - CATHOLIC CHAPLAIN

UTC CLASSIFICATION (U) This UTC provides catholic chaplain support at any type base, Air Transportable Hospital (ATH), and contingency hospital. Source: Active, Reserve and Guard. This UTC may deploy as part of a CRT or follow-on core package. This UTC is also embedded in the following core UTCs and should be taken into consideration when building a force structure: 9AAB1, 9AABC, 9AAJ3, 9AAJ4, 9AART, and CTJLH. Chaplain planners may:

- Use this UTC as a stand-alone capability.
- Add other chaplain function UTCs to this UTC to build CRTs.

AUTHORIZED SUBSTITUTIONS: Grades 02 through 05 are authorized. Refer to AFI 10-403 and AFMAN 10-401 for other substitution criteria.

MANNING: Chaplain planners use this UTC with AFSC 52R3C (with suffix) to ensure appropriate faith group tasking support mission requirements.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs
- Chaplain new or old lightweight kit
- EXCEPTION: The supporting command, with the approval from the supported command, directs otherwise.

TRAINING: Mandatory training includes:

- CWDT training
- Explosive Ordnance Reconnaissance (EOR) training
- Self-aid and buddy care training

PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	CATHOLIC CHAPLAIN	52R3C	MAJOR

RECAPITULATION: OFFICER - 1 ENLISTED - 0 CIVILIAN - 0 TOTAL - 1

UTC XFFC4 - CHAPLAIN SUPERVISORY OVERHEAD

UTC CLASSIFICATION (U) This UTC provides overhead supervision for chaplain operations. Deployable to any type base or contingency hospital. Source: Active, Reserve, and Guard. Manpower includes CSSP with AFSC 5R071. This UTC may deploy as part of a CRT or lead core UTC package. This UTC is also embedded in the following core UTCs and should be taken into consideration when building a force structure: 9AABC, 9AAGB, 9AART, CTJCC, CTJLH, CTJLA, CTJPB, and CTJSC. This UTC in conjunction with UTCs XFFC3 or XFFC1 comprise the manpower package to staff medical UTC FFEB1, 250-bed contingency hospital advanced echelon (ADVON) team. Chaplain planners may:

- Use this as a stand-alone capability.
- Add other chaplain function UTCs to this UTC to build CRTs.

AUTHORIZED SUBSTITUTIONS: No substitution

MANNING: Chaplain planners may use this UTC with AFSC 52R3A, 52R3C, 52R3D, or 52R3E (with suffix) to ensure appropriate faith group tasking support location specific requirements.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs per person
- Chaplain new or old lightweight kit
- EXCEPTION: The supporting command, with approval from the supported command, directs otherwise.

TRAINING: Mandatory training includes:

- CWDT training
- Explosive Ordnance Reconnaissance (EOR) training
- Self-aid and buddy care training
- Small arms training (enlisted only)

OTHER: This team must deploy at 100 percent of the required strength the DRMD specifies.

- EXCEPTION: The supporting command, with approval from the supported command, directs otherwise.

PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	SUPERVISORY OVERHEAD	52R3	LIEUTENANT COLONEL
1	105A	CSSP SUPERIN- TENDENT	5R071	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC XFEC5 - STAFF CHAPLAIN SUPPORT

UTC CLASSIFICATION (U) This UTC provides chaplain staff management to support all mission types This UTC is designed for tasking where grade O6 and AFSC 5R091 staff supervision is required. This UTC is subject to deploy to MB, COB, LB, SB, BB and contingency hospital. Source: Active and Reserve. This UTC may deploy as part of a CRT or a lead core UTC package or in conjunction with the following UTCs to comprise the manpower package to staff medical UTC FFEC1 500 and 750-bed contingency hospitals ADVON team: 1 - XFEC3, 2 - XFEC2, and 1- XFEC1. This UTC is also embedded in the following core UTCs and should be taken into consideration when building a force structure: 9AABA, CTJPA, CTJPB, CTJPC, CTJLA, CTJLT, and CTJTJ. Chaplain planners may:

- Use this UTC as a stand-alone capability.
- Add other chaplain function UTCs to this UTC to build CRTs.

AUTHORIZED SUBSTITUTIONS: No substitution allowed for the chaplain and no substitution below grade E7 with AFSC 5R071 for the CSSP.

MANNING: Chaplain planners may use this UTC with AFSC 52R3A, 52R3C, 52R3D, and 52R3E (with suffix) to ensure appropriate faith group tasking support specific mission requirements.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs per person
- Chaplain new or old lightweight kit
- EXCEPTION: The supporting command, with approval from the supported command, directs otherwise.

TRAINING: Mandatory training includes:

- CWDT training
- Explosive Ordnance Reconnaissance (EOR) training
- Self-aid buddy care training
- Small arms training (enlisted only)

OTHER: This team must deploy at 100 percent of the required strength the DRMD specifies.

- EXCEPTION: The supporting command, with the approval from the supported component, directs otherwise.

PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	STAFF CHAP- LAIN	52R3	COLONEL
1	105A	SUPERINTEN- DENT	5R091	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC XFEC6 - JEWISH CHAPLAIN

UTC CLASSIFICATION (U) This UTC provides Jewish chaplain support in response to military operations. Deployable to any type base, Air Transportable Hospital (ATH), and contingency hospital. Source: Active, Reserve and Guard. This UTC is not part of any core UTC and this UTC is tasked in special situations to support location specific unique faith group mission requirements. Chaplain planners may:

- Use this UTC as a stand-alone capability.
- Add other chaplain function UTCs to this UTC to build a CRT.

AUTHORIZATION SUBSTITUTIONS: Grades 02 through 05. Refer to AFI 10-403 and AFMAN 10-401 for other substitution criteria.

MANNING: Chaplain planners use this UTC with AFSC 52R3D (with Suffix) to ensure appropriate faith group tasking support mission requirement.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs
- Chaplain new or old lightweight kit
- EXCEPTION: The supporting command, with the approval from the supported command, directs otherwise.

TRAINING: Mandatory training includes:

- CWDT training
- Explosive Ordnance Reconnaissance (EOR) training
- Self-aid and buddy care training

PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	JEWISH CHAP- LAIN	52R3D	MAJOR

RECAPITULATION: OFFICER - 1 ENLISTED - 0 CIVILIAN - 0 TOTAL - 1

UTC XFEF7 - ORTHODOX CHAPLAIN

UTC CLASSIFICATION (U) This UTC provides orthodox chaplain support in response to military operations. Deployable to any type base, Air Transportable Hospital (ATH), and contingency hospital. Source: Active and Reserve. This UTC is part of any core UTC package. Chaplain planners may:

- Use this UTC as a stand-alone capability.
- Add other chaplain function UTCs to this UTC to build a CRT.

AUTHORIZED SUBSTITUTIONS: Grades 02 through 05. Refer to AFI 10-403 and AFMAN 10-401 for other substitution criteria.

MANNING: Chaplain planners use this UTC with AFSC 52R3E (with suffix) to ensure appropriate faith group tasking support mission requirements.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs
- Chaplain new or old lightweight kit
- EXCEPTION: The supporting command, with approval from the supported command, directs otherwise.

TRAINING: Mandatory training includes:

- CWDT training
- Explosive Ordnance Reconnaissance (EOR) training
- Self-aid and buddy care training

PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	ORTHODOX CHAPLAIN	52R3E	MAJOR

RECAPITULATION: OFFICER - 1 ENLISTED - 0 CIVILIAN - 0 TOTAL - 1

Attachment 3

CORE PACKAGES WITH EMBEDDED CHAPLAIN FUNCTION UTCS

UTC 9AABA - HQS 9 AF AFFORS ADVON

UTC CLASSIFICATION (U) This UTC provides the US Central Air Force (USCENTAF) HQ to command Air Force forces committed to USCENTCOM. The principle elements of which are F-4E, F-15, F-16, A-10, F-111 A/D, F-4G and A-7 squadrons, plus special operations units, air lift & strategic air bombers & tankers, engaged in combat operations. Deploy to MD. COB, LB, SB, and BB. Functions include: Command, Operations, Intelligence, Logistics, Communications-Electronics, Weather, Security, Personnel, Civil Engineers, Comptroller, Medical, Safety, History, Judge Advocate, Support Services. Requires augmentation by appropriate tactical air control (TACC), Combat Intelligence Center (CIC), Airlift Control Center (ALCC), & Communications-Electronics Staff Support element (CESSE). Task Communications/Computers, UTC 6KMH9; Manpower Staff, UTC CSFAJ; and Chaplain, UTC XFFC5 concurrent with 9AABA. FAC 1300, 1406Y, Grade O-5, can be substituted with Army Airborne Specialty. 56 TTW/CC is designated as the AFFOR/CC.

CHAPLAIN PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	STAFF SUPPORT CHAPLAIN	52R4	COLONEL
1	105A	SUPERINTEN- DENT	5R091	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC 9AAB1 - HQS AFFOR ADVON QUICK REACT PKG

UTC CLASSIFICATION (U) Provides the Air Force Forces Commander a quick reaction force headquarters to command and control Air Force forces for an assigned JTF commander or CINC. Principle elements are fighters, airlift, bombers, tankers, AWACS, support, search and rescue, plus special operations units to engage in NCA directed operations. Deploys to MB, COB, LB, SB, and BB (BOS required). Functions include: Command, Operations, Intelligence, Logistics, C4, Medical, Safety, History, Judge Advocate, Manpower, OSI, and Support Services. Deploys with AOC QRP UTC XFFC1, Chaplain UTC XFFC5, Medical UTC FFDAD, and SP UTC QFEB2. Manpower requirements based upon wartime surge 6 days a week, 12 hours per day, and 72 hour week supporting forces at 4 bases, 300 sorties. FAC 1300, AFSC 99999, Grd O5 is an Army Airborne requirement. FAC 1310, AFSC 99999, Grd 04 is a Navy planner.

CHAPLAIN PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	STAFF SUPPORT CHAPLAIN	52R4	COLONEL
1	105A	SUPERINTEN- DENT	5R091	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC 9AAB2 - HQS AFFOR AUG LTD REACT PKG

UTC CLASSIFICATION (U) Must deploy subsequent to or in conjunction with 9AAB1. The principle elements are fighters, airlift, bombers, tankers, support, AWACS, search and rescue plus special operations units to engage in NCA directed operations. Deploys to MB, COB, LB, SB, and BB (BOS is required). Functions include: Command, Operations, Intelligence, Logistics, C4, Weather, Security, Personnel, Civil Engineer, Comptroller, Medical, Safety, History, Judge Advocate, OSI, Manpower, and Support Services. Must deploy with AOC QRP UTC 7FVX1, AOC TRP UTC 7FVX2. Chaplain UTC XFFC4 and OSI UTC QFBA3 and QFBA6. Manpower requirements are based upon wartime surge, 6 days a week, 12 hours per day, 72 hour work week supporting forces up to 8 bases and 1000 sorties.

CHAPLAIN PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R4	LIEUTENANT COLONEL
1	105A	CHAPLAIN SVC SPPT CRFTSMN	5R071	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC 9AABB HQ 12AF AFFOR QUIK REAC PKG

UTC CLASSIFICATION (U) Provides AFFOR quick reaction HQS for Command/Control of AFFOR for an assigned JTF Commander or CINC. Elements are: fighter, bomber, tanker, AWACS, support, SAR, and SOF units to engage in NCA directed operations. Deploys to MB, COB, LB, SB, & BB (BOS required). Functions are Command, Operations, Intelligence, Logistics, Command/Control/Communications/Computers (C4), Weather, Security, Personnel, Civil Engineers, Comptroller, Medical, History, Judge Advocate, & Support Services. Deploys with AOC QRP, Chaplain, OSI QFBA4 UTCs and may require command/control info link UTCTO support the Commander and/or CINC. With AOC QRP capable handling 300 sortie ATO, with required communications connectivity for up to 4 GSUs, 24 hour operations, 7-days week.

CHAPLAIN PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R4	LIEUTENANT COLONEL
1	105A	CHAPLAIN SVC SPPT CRFTSMN	5R071	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC 9AABC - HQS 12 AF AFOR LMTD REAC PKG

UTC CLASSIFICATION (U) This UTC augments 9AABA to provide manpower for operations capable of handling a 1000 sortie ATO and provides Communications connectivity for up to 8 GSU locations on 24 hr basis up to 30 days. Deploys after or with 9AABA. Elements are fighter, bomber, airlift, tanker, support, AWACS, SAR, & SOF units to perform NCA directed operations. Deploys to MB, COB, LB, SB, or BB (BOS required). Functions are Command, Intelligence, Logistics, Command/Control/Communications/Computers (C4), Security, Protocol, Public Affairs, Comptroller, Medical, Safety, historian, & Support Services. Deploys with AOC QRP, LRP, & TRP UTCs. Substitute chaplain UTC XFFC3 with XFFC1 if XFFC4 in 9AABB contains 52R4C.

CHAPLAIN PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN STAFF	52R4	MAJOR
1	105A	CHAPLAIN SVC SPPT JRNYMN	5R051	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC 9AAGB - HQS WING STAFF (LEAD)

UTC CLASSIFICATION (U) This UTC deploys with lead aviation unit to establish Wing Staff at LB, SB, or BB as required. Requires 9AAGC augmentation for every additional independent/dependent aviation unit at beddown. Minimal wing of 2500 established with 1 9AAGB and 2 9AABC UTCs. Tailor as required for smaller employment situations. Other staff UTCs required for location unique requirements & larger base populations. Any Maintenance AFSC may be used in

FAC 135A. Substitute appropriate AFSCs when differences occur due to assigned airframes. FAC 135A may be intended for minimum PAA of: fighter - 17 and strategic - 10. Smaller PAA requirements must tailor FAC 135A with core manpower standards. Staff functions include Wing Command, History, Legal, Public Affairs, Chaplain, Safety, Command Post, Maintenance Control & Manpower. Substitutions: 011A3Y and 012A3Y may substitute for 013B3E; may substitute 2W071, SEI 375, as required; 038M3 may substitute for 3U071. Comptroller is tasked by subfunctional UTCs until squadron status goes away. Substitute chaplain UTC XFFC3 with XFFC1 if XFFC4 contains 52R3C.

CHAPLAIN PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R3	LIEUTENANT COLONEL
1	105A	CHAPLAIN	52R3	MAJOR
1	105A	CHAPLAIN SER- VICE SPPT CR- FTSM	5R071	

1	105A	CHAPLAIN SER- 5R051
		VICE SPPT
		JRNYMN

RECAPITULATION: OFFICER - 2 ENLISTED - 2 CIVILIAN - 0 TOTAL - 4

UTC 9AART - HQS AIR INTERVENTION WING STAFF

UTC CLASSIFICATION (U) This UTC provides 24 hr Command/Control functions for an air intervention composite wing at any location. UTC only for Mt Home AFB support all mission types. Responsible for maintaining discipline, administering justice, exercising special court-martial jurisdiction, and Article 15 authority over all assigned, attached, or stationed at the installation and providing legal assistance as well as claims administration. Manpower and equipment requirements must be deployed simultaneously with the initial cadre of unit aircraft. Subject to deploy to BB, LB, COB, or MB. Functions include Wing Command, Administration, History, Chaplain, Safety, Public Affairs, Judge Advocate, and Manpower. Finance must augment this UTC. May substitute appropriate AFSCs where differences occur due to weapon system. Substitute chaplain UTC XFFC3 with XFFC1 if XFFC4 contains 52R3C.

CHAPLAIN PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R3	LIEUTENANT COLONEL
1	105A	CHAPLAIN	52R3	MAJOR
1	105A	CHAPLAIN	5R071	
		SRVC SPPT CR-FTSM		
1	105A	CHAPLAIN	5R051	
		SRVC SPPT JRNYMN		

RECAPITULATION: OFFICER - 2 ENLISTED - 2 CIVILIAN - 0 TOTAL - 4

UTC CTJCC - JMA HQS USCENTCOM

UTC CLASSIFICATION (U) This UTC will provide USAF personnel augmentation upon mobilization to HQ USCENTCOM to provide 24 hr per day Command and Control of all forces assigned to USCENTCOM during contingencies/wartime operations. This augmentation is contained in Part III of HQ JTMD, dated 30 July 1990.

CHAPLAIN PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN SRVC SPPT CR-FTSM	5R071	

RECAPITULATION: OFFICER - 0 ENLISTED - 1 CIVILIAN - 0 TOTAL - 1

UTC CTJTI - CMD USSTRATCOM

UTC CLASSIFICATION (U) This UTC provides USAF IMA personnel positions at USSTRATCOM to support 24 hr Command and Control, and Intelligence functions, AF/HC Ltr, dated 8 September 1993.

CHAPLAIN PERSONNEL REQUIREMENTS:**NBR**

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R4	COLONEL
1	105A	CHAPLAIN	5R000	
		SRVC SPPT		
		MANAGE		

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC CTJPC - CMD PACAF NUMBERED AF AUG

UTC CLASSIFICATION (U) This UTC provides augmentation to PACAF numbered AF headquarters to support PACAF OPlans, Command, Information, Operations, Chaplain, Supply, Plans and Programs, Comptroller, Personnel, Civil Engineers, Communications Security, Security Police, Materiel, Medical.

CHAPLAIN PERSONNEL REQUIREMENTS:**NBR**

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R4	COLONEL
1	105A	CHAPLAIN	5R091	
		SRVC SPPT		
		SUPT		

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC CTJSC - JMA SPECIAL OPS COMM CENTRAL

UTC CLASSIFICATION (U) This UTC will provide USAF personnel augmentation upon mobilization to HQ USCENTCOM to provide 24 hr per day Command and Control of all forces assigned to USCENTCOM during contingencies/wartime operations. This augmentation is contained in Part III of HQ USCENTCOM Joint Manpower Programs. JTMD, dated 14 October 1992.

CHAPLAIN PERSONNEL REQUIREMENTS:**NBR**

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN SRVC SPPT CR-FTSM	5R071	
1	105A	CHAPLAIN SRVC SPPT JRNYMN	5R051	

RECAPITULATION: OFFICER - 0 ENLISTED - 2 CIVILIAN - 0 TOTAL - 2

UTC CTJPB - CMD HQ PACAF AUGMENTATION

UTC CLASSIFICATION (U) This UTC provides augmentation to HQ PACAF to support PACAF OPlans — Judge Advocate, Public Affairs, Chaplain, Safety, Manpower, Logistics, Supply, Munitions, Operations, Comptroller, Personnel, Intelligence, Security Police and Medical.

CHAPLAIN PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R4	COLONEL
1	105A	CHAPLAIN	52R4	LIEUTENANT COLONEL
2	105A	CHAPLAIN SRVC SPPT CR- FTSM	5R071	

RECAPITULATION: OFFICER - 2 ENLISTED - 2 CIVILIAN - 0 TOTAL - 4

UTC CTJPA - CMD AFFOR PACOM JT TASK FC AUG

UTC CLASSIFICATION (U) This UTC provides Command and Control of all Air Force forces committed to a PACOM Joint Task Force, MB, LB, SB, BB. Command, personnel, Comptroller, Intelligence, Operations, Administration, Surgeon, Legal, Security Police, Chaplain. requires peripheral support and BOS dependent on situation. Personnel augmentation only.

CHAPLAIN PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R4	COLONEL
1	105A	CHAPLAIN SRVC SPPT CR- FTSM	5R071	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC CTJLT - JMA LANTCOM

UTC CLASSIFICATION (U) This UTC provides active duty Air Force personnel augmentation to Headquarters LANTCOM in support of COBCLANT operations. Can be requested in any or all portions for a MB. Task with PFJTE for Intelligence function requirements which also provide LANTCOM ELINT Center Intelligence augmentation. PFJTE is also used to provide LANTCOM ELINT Center Intelligence augmentation. JTMD, dated 19 October 1992.

CHAPLAIN PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	7600 (OTHER MIL DEPTS)	CHAPLAIN	52R4	MAJOR

RECAPITULATION: OFFICER - 1 ENLISTED - 0 CIVILIAN - 0 TOTAL - 1

UTC CTJLA - JTF EUROPEAN CONTINGENCY STAFF

UTC CLASSIFICATION (U) This UTC package contains the manpower detail required to establish a United States Joint Task Force (USJTF) headquarters if the USCINCEUR, as a unified commander, activates a Joint Operations Center (JOC) form which to command and control a contingency operation within EUCOM's area of responsibility (AOR). NOTE: Command remark (CMR) code AE denotes possible advance echelon tasking. CMR code AD denoted an augmentation detachment that could be tasked to reinforce the initial staff. Reference: European Command (EUCOM) Directive 55-11, dated 18 August 1986. NOTE: Weather requirements are not in this package. Refer to UTCs XWYAD and XWYAE. Audio, Photo, and Video documentation team requirements are not in this package either. Refer to UTCs XFMBBA and XFMBT. Pilot Unit: HQ USAFE/XPMX, Ramstein AB. Last review: November 1991.

CHAPLAIN PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R4	LIEUTENANT COLONEL
1	105A	CHAPLAIN SRVC SPPT JRNYMN	5R051	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC CTJLH - HQ USEUCOM

UTC MISCAP CLASSIFICATION (C)

CHAPLAIN PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R4	MAJOR
1	105A	CHAPLAIN SRVC SPPT JRNYMN	5R051	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

Attachment 4

CHAPLAIN SERVICE PERSONNEL UTC AND CORE PACKAGE RECAPITULATION

UTC	TITLE	CHAP-LAIN	CSSP	CIVIL-IAN	TO-TAL
XFFC C	CATHOLIC CHAPLAIN READINESS TEAM	1	1	0	2
XFFC P	PROTESTANT CHAPLAIN READINESS TEAM	1	1	0	2
XFFC 1	PROTESTANT CHAPLAIN	1	0	0	1
XFFC 2	CHAPLAIN SERVICE SUPPORT PERSONNEL	0	1	0	1
XFFC 3	CATHOLIC CHAPLAIN	1	0	0	1
XFFC 4	CHAPLAIN SUPERVISORY OVER-HEAD	1	1	0	2
XFFC 5	STAFF CHAPLAIN SUPPORT	1	1	0	2
XFFC 6	JEWISH CHAPLAIN	1	0	0	1
XFFC 7	ORTHODOX CHAPLAIN	1	0	0	1
9AAB A	HQS 9AF AFORS ADVON	1	1	0	2
9AAB 1	HQS AFFOR ADVON QUICK REACT PKG	1	1	0	2
9AAB 2	HQS AFFOR AUG LTD REACT PKG	1	1	0	2
9AAB B	HQS 12AF AFFOR QUIK REAC PKG	1	1	0	2
9AAB C	HQS 12AF AFOR LMTD REAC PKG	1	0	0	1
9AAG B	HQS WING STAFF (LEAD)	2	2	0	4
9AAR T	HQS AIR INTERVENTION WING STAFF	2	2	0	4
CTJC C	JMA HQS USCENCOM	0	1	0	1
CTJTJ	CMD USSTRATCOM	1	1	0	2

CTJP C	CMD PACAF NUMBERED AF AUG	1	1	0	2
CTJS C	JMA SPECIAL OPS COMM CENTRAL	0	2	0	2
CTJP B	CMD HQ PACAF AUGMENTATION	2	2	0	4
CTJ- PA	CMD AFFOR PACOM JT TASK FC AUG	1	1	0	2
CTJL T	JMA LANTCOM	1	0	0	1
CTJ- LA	JTF EUROPEAN CONTINGENCY STAFF	1	1	0	2
CTJL H	HQ USEUCOM	1	1	0	2

Attachment 5

FORMAT FOR PALACE BLITZ AND EXERCISE MESSAGES FOR CRT, PERSONNEL SUPPORT FOR CONTINGENCY OPERATIONS (PERSCO) AND INTERMEDIATE HEADQUARTERS

1. FROM: CRT, PERSCO TEAM OR INTERMEDIATE HEADQUARTERS

2. TO: SUPPORTING AF COMPONENT COMMAND//DPXX/HC// OR SUPPORTED AF COMPONENT

COMMAND//DPXX/HC//

3. INFO: HQ USAF WASHINGTON DC//HCP/ DPXC

HQ AFPC RANDOLPH AFB TX//DPAH/DPMRIC

4. CLASSIFICATION: Properly classify each paragraph by placing the classification code (U) UNCLASSIFIED, (C) CONFIDENTIAL, (S) SECRET, and (T) TOP SECRET) in parentheses at the beginning of each paragraph. The highest classification of any paragraph determines the classification of the entire report. For example, the entire message is classified SECRET if two paragraphs are unclassified and one is classified. Equally important, all messages classified as SECRET or higher must have declassification instructions according to AFI 31-401, *Information Security Program Management*, AFI 31-501, *Personnel Security Program Management*, and AFMAN 37-126, *Preparing Official Communications*.

5. SUBJECT: PALACE BLITZ OR TRIP EXERCISE AND PID.

6. TEXT OF MESSAGE:

- State purpose and requirements of the request to include the AFSC (for chaplains use the suffix), grade/skill level, DRI, ETL, DLOC, and UTC.
- State any unique qualifications and experience requirements
- Justification of your inability to support the mission using assigned personnel.

7. ADDITIONAL INFORMATION/INSTRUCTIONS: State with whom message has been coordinated and reporting or processing instructions—i.e., special equipment, supplies, resources, clothing requirements, reporting dates, etc.

8. LIST POC AND DUTY PHONE

Attachment 6

FORMAT FOR PALACE BLITZ, TRIP, AND EXERCISE MESSAGES FOR SUPPORTING AND SUPPORTED COMPONENT COMMANDS

1. FROM: SUPPORTING/SUPPORTED AF COMPONENT COMMAND HC, DPXX, OR THE HEADQUARTERS BATTLE STAFF

2. TO: HQ AFPC RANDOLPH AFB TX//DPMRIC//

3. INFO: HQ USAF WASHINGTON DC//HC//DPXC REQUESTING UNIFIED

COMMAND, COMPONENT COMMAND, JTF HEADQUARTERS AFFOR/HC/PERSCO//HQ AFPC/DPAH

4. CLASSIFICATION: Properly classify each paragraph by placing the classification code (U) UNCLASSIFIED, (C) CONFIDENTIAL, (S) SECRET, and (T) TOP SECRET) in parentheses at the beginning of each paragraph. The highest classification of any paragraph determines the classification of the entire report. For example, the entire message is classified SECRET if two paragraphs are unclassified and one is classified. Equally important, all messages classified as SECRET or higher must have declassification instructions according to AFI 31-401, Information Security Program Management, AFI 31-501, Personnel Security Program Management, and AFMAN 37-126, Preparing Official Communications.

5. SUBJECT: PALACE BLITZ, TRIP, OR EXERCISE, AND PID.

6. REFERENCE MESSAGES: List all references by Unified Command, JTF Headquarters, Supporting/ Supported Command or PERSCO/MPF and message date and time

7. TEXT OF MESSAGE: Include the following:

- State purpose and requirements of request to include the AFSC (for chaplains use the suffix), grade/skill level, DRI, ETL, DLOC, and the UTC.
- Justification of inability to support the mission using assigned personnel.
- Address any additional information/instructions issues as required.
- State with whom message has been coordinated.

8. LIST POC AND DUTY PHONE

Attachment 7

FORMAT FOR CRT AFTER-ACTION REPORT

1. FROM: Senior Chaplain/NCOIC or CRT Member

2. TO: Supported AF Component Command Chaplain readiness Office

CRT Members' MAJCOM/FOA/DRU HC

3. SUBJECT: After-action Report, Exercise or Operation Nickname, and Deployed Location

4. SECTION I - PERSONNEL DATA

- Provide

A. Home Base of members

B. Specify if members had previous deployment experience by listing the previous deployment nickname and year deployed.

5. SECTION II - SCOPE OF CHAPLAIN OPERATIONS

- Impact of chaplain support on the military mission
- Types of chaplain support provided to commander and deployed personnel
- Types of essential support provided by the CSSP
- AF Form 1270, Chaplain Statistical Report (RCS: HAF-HCX{A}7XXX)

6. SECTION III - COMMAND AND STAFF RELATIONSHIP

- Types of support commanders provided and intra- and inter-staff relationships

7. SECTION IV - LOGISTICAL SUPPORT

- Type and availability of communications, computers, transportation, facilities, and supplies

8. SECTION V - OBSERVATIONS, IMPACT, and RECOMMENDATIONS: Address, but don't limit the report to, the following areas:

- Timeliness of arrival and departure
- The quality of support the supported/supporting command HC office provided, including the value of guidance and other information
- Limiting factors
- Lessons learned and/or lessons affirmed

SIGN AND DATE THE REPORT

NOTE: Properly classify each paragraph by placing the classification code (U) UNCLASSIFIED, (C) CONFIDENTIAL, (S) SECRET, and (T) TOP SECRET) in parentheses at the beginning of each paragraph. The highest classification of any paragraph determines the classification of the entire report. For example, the entire message is classified SECRET if two paragraphs are unclassified and one is classified. Equally important, all messages classified as SECRET or higher must have declassification instructions according to AFI 31-401, *Information Security Program Management*, AFI 31-501, *Personnel Security Program Management*, and AFMAN 37-126, *Preparing Official Communications*.

Attachment 8

SAMPLE CONTINGENCY SUPPORT PLAN

DEPARTMENT OF THE AIR FORCE

HOMETOWN AIR FORCE BASE, ANY STATE USA 77777-7777

CHAPLAIN FUNCTION CONTINGENCY SUPPORT PLAN, OPLAN XXXX

XX JULY 19XX

OPR: HC

“FOR OFFICIAL USE ONLY”

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS 777th AIR BASE WING

MEMORANDUM FOR (See Distribution, Annex H)

Date

FROM: 777 ABW/HC

SUBJECT: 777 ABW/HC Distribution Change Memorandum for Hometown AFB, Contingency Support Plan, Oplan XXXX

1. This headquarters/office is in receipt of ____ copy/copies of the subject document.
2. ____ Request distribution be changed as follows: ____
____ Exclude us from distribution
____ Increase our number of copies to _____.
____ Decrease our number of copies to _____.
____ Changes office symbol and address:

OLD:

NEW:

3. Remarks:

Signature of Authorized Representative

Unit/Office Symbol

DSN Phone Number

NOTE: Complete and return this memo to 777 ABW/HC if current distribution is not correct.

OPR: 777 ABW/HC

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS 777th AIR BASE WING

MEMORANDUM FOR (See Distribution, Annex H)

Date

FROM: 777 ABW/HC

SUBJECT: Letter of Transmittal

1. Attached is the Hometown AFB chaplain function Contingency Support Plan, OPlan XXXX.
2. This plan is effective for planning upon receipt and for implementation when directed by the Senior Chaplain at Hometown AFB, Any State USA.
3. Elements of this plan were coordinated with chaplain function personnel and Wing/Base agencies.
4. Annual review of this plan will be conducted in October.
5. The office of primary responsibility (OPR) for this plan is 777 ABW/HC. This plan is the initial 777 ABW/HC contingency support plan (or This plan supersedes 777 ABW/HC Oplan XXXX, dated XX July 19XX).

JOHN P. DOE, Ch, Lt Col, USAF

Senior Chaplain

HOMETOWN AFB CONTINGENCY SUPPORT PLAN, OPLAN XXXX

SECURITY INSTRUCTIONS/RECORD OF CHANGES/ANNUAL REVIEW

- 1. The long title of this document is the Hometown Air Force Base Chapel Contingency Support Plan. The short title is the HAFB Oplan XXXX.
- 2. This document is unclassified and requires no special handling or control measures.
- 3. This document may be reproduced in whole or in part as required for the preparation of supporting documents, checklists, briefing aids, etc.
- 4. The provisions of AFI 10-1101, Operations Security Instructions (OPSEC) and AFI XX-XXXX, Communications Security Policies (COMSEC) have been considered in the development and implementation of this document.

RECORD OF CHANGES

Change Number	Date of Change	Date Change Posted	Print Name, Rank, and Signature of Person Making Change

RECORD OF REVIEW

Reviewed By	Date	Remarks

OPR: 777 ABW/HC

HAFB CHAPLAIN FUNCTION
OPLAN XXXX-95
PLAN SUMMARY

CHAPLAIN FUNCTION
Hometown Air Force Base, Any State USA
77777-7777
July 19XX

1. Purpose: This plan provides Chaplain Service Personnel at HAFB, particularly the in-place active duty personnel and those augmentation resources, a “road map” that specifically describes how the chaplain function performs its mission during contingencies and war. It is also designed to ensure all efforts throughout the organization are geared toward mission accomplishment.
2. Concept of Operations: The basic plan and annexes are used to provide guidance to chaplain function personnel concerning their specific roles and responsibilities. The HAFB chaplain function is tasked by theater OPlans to support designated deployment missions with fully qualified, trained, and equipped personnel. The remaining active duty personnel from other HQ XXXX bases and augmenting Reserve resources (200K call-up selected Reserves, Individual Mobilization Augmentees (IMA), Pretrained Individual Manpower (PIM) from partial/full mobilization) will provide wartime CONUS and overseas sustainment operations. This plan contains a list of all references used and contributing organizations (military and civilian) upon which the HAFB function relies for support during wartime operations.
3. Applicability: The Senior Chaplain, HAFB, will ensure that the HAFB chaplain function can accomplish its primary wartime mission and that assigned personnel are familiar with their wartime role. It is each person’s responsibility to know and be able to perform his/her duties.
4. Plan Format/OPR Assignment: The format for this plan is derived from AFMAN 10-401, Operations Plan and Concept Plan Development and Implementation, basic guidance. The chaplain readiness officer will analyze the plan and coordinate its overall development and publishing to include changes or modifications. OPRs are clearly identified and indicated on each annex of this plan. OPRs forward all recommended changes and checklists (see below) to the chaplain readiness officer for staffing and incorporation into the plan.
5. Checklists: Annexes are supported by checklists that serve as quick references during exercises or actual contingency operations to ensure necessary actions are not overlooked. Checklists to support each annex of this plan are written in action format (do, implement, activate, notify, assign, direct, post, prepare, ensure, etc.). Functional annex OPRs prepare and monitor currency of these checklists. Checklists are detailed and record in chronological sequence the steps that should be taken in any given situation. The chaplain control center POC maintains a complete set of all supporting checklists.
6. The 777 ABW/HC will exercise this plan annually at a minimum.

Approved by the Senior Chaplain
XX July 19XX

Chaplain Function OPlan XXXX-XX

Table Contents

Hometown AFB
Any State USA 77777-7777
XX July 19XX

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Annex B - Base Mission Support

Annex C - Ministry Support

Annex D - Transportation

Annex E - Chaplain Logistics

Annex F - Deployment

Annex G - Command, Control, and Communication (C3)

Annex H - Distribution

1. REFERENCES:

a. INSTRUCTIONS: (Some examples)

- (1) AFI 38-205, Managing Wartime and Contingency Manpower
- (2) AFI 10-403, Deployment Planning
- (3) AFI 10-402, Mobilization Planning
- (4) AFI 10-404, Base Support Planning
- (5) AFI 10-217, Resource Augmentation Duty (Ready) Program
- (6) AFI 10- 215, Personnel Support for Contingency Operations
- (7) AFI 10-106, Medical Readiness Planning and Training, Chapter 5
- (8) AFI 31-207, Arming and Use of Force By Air Force Personnel
- (9) AFI 32-4001, Disaster Preparedness Planning and Operations
- (10) AFI 52-101, Chaplain Service Responsibilities and Duties

b. MANUALS: (Some examples)

- (1) AFMAN 11-1, Air Force Glossary of Standardized Terms
- (2) AFMAN 10-401, Operation Plan and Concept Plan Development and Implementation

c. MANUALS: This Manual

d. PAMPHLETS: (Any pertinent publications)

e. PLANS: (Some examples)

- (1) USAF War and Mobilization Plan, Volume 1 (WMP-1) (Annex X) (Feb 97)
- (2) Hometown AFB Deployment Plan
- (3) Hometown AFB Base Support Plan

f. GUIDES: The Base-Level Manpower Planning and Execution Guide

g. OTHER REFERENCES:

h. OPERATION INSTRUCTIONS (OI): Any pertinent chaplain unit Ois)

i. MAPS, CHARTS, and Grid MAPS of the base

j. ABBREVIATIONS: (Some examples)

- (1) Air Force Specialty Code (AFSC)
- (2) Air Wing (AW)
- (3) Air Reserve Component (ARC)
- (4) Unit Type Code (UTC)

2. SITUATIONS: In the event that United States becomes involved in a Major Regional Contingency, Chaplain Service personnel will deploy in accordance with applicable theater OPlans and Time-Phased Force Deployment Data (TPFDD). All personnel currently filling mobility positions will deploy and therefore should not be considered when forecasting available manpower resources. The deployment of our mobility personnel will seriously impact our ability to satisfy our CONUS peacetime and wartime sustainment requirements. Deployment of Chaplain Service personnel will also necessitate the curtailment of some services.

3. ASSUMPTIONS:

- a. Circumstances during implementation of OPlans will define actual priorities.
- b. Chaplain Services personnel will deploy in accordance with applicable OPlan Time-Phased Force and Deployment Data (TPFDD).
- c. The prompt arrival of mobilized Selective Reserve and Individual Ready Reserve resources to coincide with the departure of assigned mobility personnel cannot be assumed.
- d. Based on the worst case scenario that all Chaplain Service personnel will deploy, the current Base Level Assessment (BLA) will be utilized as a guide for identifying necessary backfill requirements.
- e. Volunteers from the Selective Reserve will be available through command channels.
- f. The following functions can reasonably expect their workload to decrease or cease during war-time: (Target workloads which are not mission essential)
- g. The following functions can reasonably expect their workload to increase during wartime: (Target workloads that are mission essential)
- h. Transient forces will be on station no more than 72 hours unless specifically agreed to by the transient and host commander in advance.
- i. Wartime installation dependent populations will remain the same as the peacetime dependent populations.
- j. Base support identified in this plan will be available.

4. CONCEPT OF OPERATIONS: During contingencies, the chaplain unit wartime mission will cover a wide range of chaplain support activities as specifically outlined in various annexes of this plan. Upon the direction from the senior chaplain, the chaplain function will begin a transitional approach from peacetime to wartime and establish an interim operational capability.

5. EXECUTION: Procedures and chronological steps to actually deploy personnel and equipment are contained in the Base Deployment Plan. All personnel will read and be responsible for the Basic Plan and all annexes pertaining to their assigned responsibilities.

ANNEX A TO CONTINGENCY SUPPORT PLAN TASKS AND RESPONSIBILITIES

1. **BASE MISSION SUPPORT:** Describes base-mission support responsibilities during wartime. Changes in base population, supported changes in flying activity, and changes in chaplain section staffing during wartime necessitate modifications in routine chaplain operations. The senior chaplain designee is responsible for this annex.
2. **MINISTRY SUPPORT:** This annex describes essential ministries, personnel, CSSP support requirements, and facilities necessary to accomplish the chaplain mission. The senior chaplain designee is responsible for this annex.
3. **TRANSPORTATION:** This annex identifies essential transportation support required to meet CSP operations. The NCOIC designee is responsible for this annex.
4. **CHAPLAIN LOGISTICS:** This annex identifies materiel, supplies, equipment, transportation, facilities, and any wartime chaplain supply assets required during contingencies or wartime. The senior chaplain designee is responsible for this annex.
5. **DEPLOYMENT:** The chaplain is tasked with various deployment missions. This annex describes all OPlan chaplain section personnel taskings, including Core Unit Type Code package. The senior chaplain designee is responsible for this annex.
6. **COMMAND, CONTROL and COMMUNICATIONS (C3):** This annex describes the Command, Control, and Communications that will be exercised by the senior chaplain through the established chain of command. A chaplain control center may be activated. A pyramid recall system will be established for recalling chaplain unit personnel. The senior chaplain designee is responsible for this annex.

ANNEX B TO CONTINGENCY SUPPORT PLAN BASE MISSION SUPPORT

1. **PURPOSE:** Describe Hometown AFB chaplain unit support to the base mission during wartime, detailing modifications in routine chaplain operations. Due to mobilization of forces from Hometown AFB, approximately 3,000 less active duty personnel will be assigned. The chaplain unit will also provide support to the influx of Reserve and transition forces.
2. **GENERAL:**
 - a. In time of war, the deployment of a major portion of the chaplain unit will necessitate curtailment of most non essential chaplain support services with the exception of peacetime emergency ministries until augmentation/backfill forces arrive, are oriented, and assume their duties.
 - b. Residual staff will consist of approximately 10 Chaplain Service military members and 2 civilians. Manpower shortfalls will be identified to higher headquarters for backfill through active Reserve force, recall of inactive reserves, and/or other command assets.
 - c. Residual chaplain unit personnel will provide indoctrination and orientation training to arriving personnel. Arriving personnel will be incorporated into the work schedule as soon as practical, with maximal use of their specific skills.
 - d. Total manpower required for sustained wartime operations may be found in the most current Base Level Assessment.

3. ASSUMPTIONS: In any given contingency, most if not all mobility personnel will deploy as their UTCs are assigned against various OPlans. Unit Type Codes and manning requirements are detailed in Annex F of this plan.

ANNEX C TO CONTINGENCY SUPPORT PLAN MINISTRY SUPPORT

1. PURPOSE: This annex describes ministry support to the base mission during contingencies or war. Due to deployment of unit personnel, normal peacetime ministry will be curtailed to focus on essential support requirements.

2. ASSUMPTIONS:

a. The remaining chaplain section personnel will be sufficient to provide critically essential ministry activities , until required augmentee resources arrive.

b. Deployment of Catholic chaplain personnel will necessitate immediate requests for manning assistance through command channels.

c. With the exception of civilian secretaries, available manpower will consist of active duty or Air Reserve Component (ARC) chaplain function personnel.

d. Ministry requirements will increase in volume and scope in the following areas:

(1) counseling and spiritual leadership

(2) visitation

(3) support groups pastoral care

(4) worship and rites

(5) coordinating/liaison/referrals to local religious leaders and non-government agencies

(6) morale activities

(7) advising commanders

3. RESPONSIBILITIES: The senior chaplain or designee will ensure the following actions are taken upon activation of base deployment procedures:

a. Reassess workload requirements and residual manpower when chaplain function personnel are notified to deploy to determine what non-essential AFMS 105A core processes will be reduced, deferred, or stopped.

b. Brief chaplain function personnel on the concept of operations for providing ministry support during contingencies and war.

c. Provide ministry support for incoming and transient personnel.

- d. Provide ministry support for noncombatant evacuation operations.
- e. Establish close liaison with the Family Support Center.

4. PERSONNEL:

a. After deployment, the residual staff will consist of the following and will continue until augmentee resources arrive. (Note: sample figures)

- (1) 2 chaplains
- (2) 2 CSSP
- (3) 1 Secretary

5. CHAPLAIN SERVICE SUPPORT PERSONNEL REQUIREMENTS

a. The ranking CSSP remaining after deployment will continue/assume duties as the chaplain function NCOIC and will be under the supervision of the acting/senior chaplain.

b. Additional Chaplain Service Support Personnel will provide operational support to enable effective chaplain ministry during all deployment phases and will be under the supervision of the chaplain function NCOIC.

c. Primary operations support functions include the following:

- (1) Providing support for worship, liturgies, rites, sacraments, counseling, and visitation.
- (2) Obtaining and managing transportation, communications, equipment, and coordinating administrative requirements.
- (3) Utilizing crisis management skills to schedule, screen, and establish counseling priorities.
- (4) Providing spiritual triage and initial comfort to casualties/victims until a chaplain is available.

6. FACILITIES:

a. Upon implementation of this plan, buildings XXXX and XXXX are designated as the facilities that will be used for all chaplain operations. At the discretion of the senior ranking chaplain, the location may be changed to support mission requirements.

b. These buildings will not require any conversion of the facilities nor acquisition of communication equipment, furniture, or fixtures.

7. The senior chaplain designee will maintain and update this annex.

ANNEX D TO CONTINGENCY SUPPORT PLAN TRANSPORTATION

1. PURPOSE: Provide transportation necessary to support chaplain operations during wartime contingencies.

2. ASSUMPTIONS:

- a. Transportation must be retained for emergency response ministry and flightline support.
- b. For execution purposes, any Chaplain Service personnel who has a drivers license may be utilized as a driver.

3. RESPONSIBILITIES:

a. The senior chaplain (designee) will ensure chaplain transportation needs are met during wartime. In addition, the designee will:

(1) Serve as liaison to the base transportation squadron in all matters regarding the authorization, utilization and maintenance of vehicles.

(2) Maintain a list of personnel qualified as drivers.

4. REQUIREMENTS:

a. 1 (one) 1.5 ton truck to support logistical requirements.

b. 1 (one) staff car for overall ministry support.

ANNEX E TO CONTINGENCY SUPPORT PLAN CHAPLAIN LOGISTICS

1. **PURPOSE:** This annex describes Chaplain Logistic requirements in support of the chaplain unit during wartime contingencies, to include UTC taskings and facility requirements.

2. **ASSUMPTION:** Procedures at this base for chaplain logistics support will be much the same as for peacetime except for a surge to achieve the expanded or newly activated wartime missions.

3. **RESPONSIBILITIES:** The senior chaplain designee will:

a. Identify logistics requirements and acquire and maintain assets necessary for the effective support of the chaplain function mission during wartime and contingency operations.

b. Monitor necessary equipment, supplies, and materiel daily.

c. Provide re-supply as required.

d. Monitor increased demands placed on contracted services.

e. Coordinate daily with the senior chaplain or designee on the need for additional materiel.

f. Will maintain and update this Annex.

ANNEX F TO CONTINGENCY SUPPORT PLAN DEPLOYMENT

1. **PURPOSE:** This annex describes all deployment missions for 777 ABW/HC personnel as of the date of this plan. It establishes chaplain function responsibilities in support of the Hometown AFB Deployment Plan to identify, prepare, and deploy chaplain function personnel, equipment, and supplies as required.

2. RESPONSIBILITIES:

a. The Senior Chaplain will:

(1) Ensure that chaplain deployment operations are conducted according to the provision outlined in the USAF War and Mobilization Plan, Volume 1 (WMP-1); AFI 10-403, Deployment Planning; and internal operating instructions.

(2) Ensure that all assigned mobility personnel are briefed and aware of their individual deployment requirements and responsibilities, and the role they will play in the chaplain section's wartime deployment mission.

(3) Ensure that personnel assigned to the Unit Type Codes UTCs listed below are prepared and ready for deployment. (Note: Sample Figures)

(a) XFFC1, Protestant Chaplain, 1 Person

(b) XFFC2, Chaplain Service Support Personnel, 1 Person

(c) XFFC4, Chaplain Supervisory Overhead, 2 Persons

3. EXECUTION: Implementation of this OPlan will probably occur in three phases—Pre-deployment; Post-deployment—Pre-backfill; and Post-deployment—Post-backfill.

a. Pre-deployment:

(1) Ensure tasked 777 ABW/HC personnel are prepared to deploy as directed by higher headquarters.

(2) Advise MAJCOM/HC of backfill required.

(3) Determine impact of deployment in critical ongoing ministry mission requirements.

(4) Provide chaplain advice to the commander and higher authorities on the status of chaplain operations.

(5) Prepare residual staff to work expanded work-week.

b. Post-deployment—Pre-backfill:

(1) Determine levels of service provided and beneficiaries to be served.

(2) Publicize information determined from the above.

(3) Monitor backfill requirements and keep MAJCOM/HC advised of needs.

(4) Provide chaplain advice to the commander.

(5) Institute expanded work-week.

c. Post-deployment—Post-backfill:

(1) Receive backfill personnel (in-process and arrange billeting).

(2) Re-evaluate and publicize ministry services offered and beneficiaries served based on number and type of backfill personnel.

(3) Monitor backfill requirements and keep MAJCOM/HC advised of needs.

(4) Provide chaplain advice to the commander and higher authorities on status of chaplain operations.

4. The senior chaplain designee is responsible for this annex.

ANNEX G TO CONTINGENCY SUPPORT PLAN COMMAND, CONTROL, AND COMMUNICATION (C3)

1. **MISSION:** Command, Control, and Communications during contingency situations is the responsibility of the Chaplain Control Center (CCC) under the direction of the senior chaplain or the designee. The CCC will provide and integrate a centralized system for gathering information from which the senior chaplain can make timely and accurate decisions.

2. **THE CCC TEAM COMPOSITION:**

- a. TEAM CHIEF
- b. ALT TEAM CHIEF
- c. TEAM NCOIC
- d. ALT TEAM NCOIC
- e. TEAM MEMBER(S)

3. **THE CCC LOCATION:**

- a. PRIMARY
- b. SECONDARY
- c. TERTIARY

4. **SUPERVISORY AUTHORITY:** The Senior Chaplain exercises supervisory authority over all chaplain function personnel. In the absence of the Senior Chaplain, the following supervisory chain will be used.:

- a. Senior Protestant or Catholic
- b. Next ranking chaplain

5. **CONCEPT OF OPERATIONS:**

- a. Upon notification, immediately assemble in the designated chaplain operations facility.
- b. Originate and monitor chaplain unit alerts and recalls.
- c. Function as a 24-hour control center.
- d. Maintain a log of all events as they occur.
- e. Ensure all members of the CCC possess a SECRET clearance.
- f. Prepare and maintain checklists for CCC operations.

- g. Coordinate changes in mission posture with the Wing/Base Crisis Action Team (CAT).
- h. Collect information and brief the chaplain section or action agencies on the status of activities.
- I. Make in-house pagers available for use.

6. TEAM CHIEF RESPONSIBILITIES:

- a. Analyzes situation and directs the necessary actions.
- b. Maintains liaison with personnel at the CAT and other functional control centers.

7. TEAM MEMBERS' RESPONSIBILITIES: Perform duties as directed by the team chief.

8. TRAINING: The senior chaplain or designee is responsible for training all CCC personnel. Examples include:

- a. Reviewing resources and capabilities of military and civilian agencies that provide support in the event of a disaster.
- b. Establishing communications with the base command post. Training in communication with other area military chaplain units and other agencies, if applicable.
- c. Establishing and using alternate communications systems.
- d. Reading maps.
- e. Preparing of reports and messages.
- f. Applying proper radio communication and radio discipline.
- g. Using land mobile radio equipment.

9. ANNEX MAINTENANCE: The senior chaplain designee is responsible for maintaining and updating this Annex.

**ANNEX H TO CONTINGENCY SUPPORT PLAN
DISTRIBUTION**

DISTRIBUTION

HQ AMC/HC
777 Airlift Wing
777 Civil Engineering Squadron
777 Transportation Squadron
777 Communications Squadron
777 Medical Services Squadron
Other appropriate base agencies

Attachment 9

WORLD RELIGIONS AND RELIGIOUS PLURALISM

*Excerpted from CSI Resource Package,
Update on Changes in the USAF Chaplain Service Officer and Enlisted Career Fields, July 1994*

WORLD RELIGIONS

- A knowledge of world religions is essential to the ministry of the Chaplain Service
- Air Force personnel and their families represent a sampling of the world's religions
- Daily issues and questions arise that require an awareness of the various expressions of faith
- Knowledge of world religions is essential to readiness, since an individual or CRT may be sent at any time to a foreign culture with religious characteristics quite different from those seen in the United States

RELIGIOUS PLURALISM

- Religious pluralism is central to ministry in the Chaplain Service
- This sets the chaplaincy apart from civilian ministry
- Chaplain Service personnel represent their own faith traditions
- Chaplain Service personnel provide resources so all military members can practice religion according to their own conscience
- Chaplain Service personnel work on staffs in an inter-faith setting
- Our challenge is to cooperate, to provide resource for the free exercise of religion while not compromising the integrity of our individual faith

Attachment 10

PRIVILEGED COMMUNICATION

*Excerpted from CSI Resource Package,
Update on Changes in the USAF Chaplain Service Officer and Enlisted Career Fields, July 1994*

- Military Rule of Evidence, 503, “Communication to Clergy,” Chapter 27, Manual of Courts Martial, 1984
- General Rule of Privilege: A person has a privilege to refuse to disclose and to prevent another from disclosing confidential information by the person to a clergyman or to the clergyman’s assistant if such communication is made as a formal act of religion or as a matter of conscience.
- Definitions as used in rule 503
 - A “clergyman” is a minister, rabbi, priest, chaplain, or other functionary of a religious organization, or an individual reasonably believed to be so by the person consulting the clergyperson.
 - A communication is “confidential” if made to a clergyperson in the clergyperson’s capacity as a spiritual advisor or to the clergyperson’s assistant in the assistant’s capacity and is not intended to be disclosed to third persons other than those to whom disclosure is in furtherance of the purpose of the communication or to those reasonably necessary for the transmission of the communication.
 - Who may claim the privilege?
 - The person, guardian, conservator, or a personal representative if the person is deceased
 - The clergyperson or clergyperson’s assistant who received the communication may claim the privilege on behalf of the person
- Critical Attributes
 - Confidential communication process
 - An individual and a US Military chaplain
 - Relationship of chaplain to penitent/counselee
 - Act of religion or a matter of conscience
- The Covenant and Code of Ethics for Chaplains of the Armed Forces states: “I will hold in confidence any privileged communication received by me during the conduct of my ministry. I will not disclose confidential communications in private or public.” (National Conference on Ministry to the Armed Forces)
- Note: Where State and Federal Courts are involved, advice from the local Staff Judge Advocate should be attained.

Figure A10.1. HQ USAF/HC Privileged Communications Memorandum.



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, DC

28 October 1996

MEMORANDUM FOR ALMAJCOM-DRU-FOA/HC

FROM: HQ USAF/MC
112 Luke Ave
Bolling AFB DC 20332-9050

SUBJECT: The Role of Chaplain-Supervisor and Privileged Communications

Recently, I forwarded new guidance on the scope and extent of the Air Force clergy communicant in conjunction with an Air Force legal opinion (HQ USAF/JAG Memorandum, 24 July 1996), which strengthened the institution's support for privileged communications with Air Force chaplains.

A serious, related issue is that of chaplains serving as supervisors. Oftentimes, staff members seek ongoing counseling from chaplains who also happen to be their supervisors. As supervisors, these chaplains serve as Air Force officers responsible for the good order and discipline of all personnel under his or her supervision. Therefore, to **avoid a conflict of responsibilities, chaplain supervisors should not risk privileged communication with a member of their staff when it specifically involves a matter that may also form the basis of administrative or judicial action under applicable law or the Uniform Code of Military Justice (UCMJ).** This would compromise their effectiveness as supervisors. This critical facet of the day-to-day supervisor-subordinate relationship **should be clear to all Chaplain Service personnel**, both to assist our personnel seeking help and to avoid conflicts of responsibilities for chaplain supervisors.

In the role of pastors, responsible for the spiritual health of their staff members, chaplains with a supervisory responsibility should strongly encourage subordinates to make use of other avenues of counseling either among other chaplains or in the local community.

Please disseminate this to each of your senior chaplains so this matter is discussed and clearly understood by all Chaplain Service personnel.

A handwritten signature in cursive script, reading "Arthur S. Thomas".

ARTHUR S. THOMAS.
Chaplain Major General, USAF
Chief of the Chaplain Service

Figure A10.2. HQ USAF/HC Clergy Communication Privilege Memorandum.



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, DC

26 August 1996

MEMORANDUM FOR ALMAJCOMHC.DRU.FOA

FROM: HQ USAF/HC
112 Luke Ave
Bolling AFB DC 20332-9050

SUBJECT: Scope and Extent of Clergy Communication Privilege

I am attaching a recent legal opinion provided to USSTRATCOM J060. This document is significant for all of us in the Chaplain Service. We assisted the Judge Advocate (JA) in the formulation of this policy through extensive discussions about the subject of clergy privileged communication. I am very pleased with the position taken and policy written by the General Law Division of the Office of The Judge Advocate General.

I strongly recommend that all Chaplain Service personnel become familiar with this opinion and the resultant Air Force policy. Particular attention should be given to the last paragraph. "... confidentiality of communications to Air Force clergy made to the clergyman in his capacity as a spiritual advisor should be absolutely privileged against officially compelled disclosure to the Air Force." This is very clear and provides strong support for the clergy-communicant privilege.

The last paragraph also raises the possibility of, "The extent to which the confidential communication may be voluntarily compromised by a clergyman..." In some rare cases, this issue may be a weighing of competing interests when it comes to the concept of "threat of harm" for some chaplains. Should a chaplain encounter such a circumstance and has the time for consultation, we encourage seeking the advice of his/her endorser, senior chaplain, command chaplain's office or this office.

I trust this very important topic will be discussed among every chapel staff and recurringly in courses at the Chaplain Service Institute.

Please disseminate for appropriate review.

A handwritten signature in cursive script, reading "Arthur S. Thomas".

ARTHUR S. THOMAS
Chaplain, Major General, USAF
Chief of the Chaplain Service

Attachment:
HQ USAF/JAG Memorandum, 24 July 1996

Figure A10.3. HQ USAF/JAG Clergy Communication Privilege Memorandum.


	<p>DEPARTMENT OF THE AIR FORCE HEADQUARTERS UNITED STATES AIR FORCE WASHINGTON, DC</p>
<p>24 July 1996</p>	
<p>MEMORANDUM FOR USSTRATCOM J060</p>	
<p>FROM: HQ USAF/JAG 1420 Air Force Pentagon Washington DC 20330-1420</p>	
<p>SUBJECT: Scope and Extent of Clergy Communication Privilege</p>	
<p>This is in response to your request for a legal opinion as to the scope of the communication to clergy privilege, and specifically, the extent such communications are confidential in the Air Force setting. Your request is placed in the context of a situation encountered in your command in which a military chaplain received certain communications from a military member who at the time was on the Personnel Reliability Program (PRP) with access to classified information. While the actual nature of the communications is not critical to our analysis, we will assume for purposes of this review that the information so communicated would raise serious doubts as to the military member's suitability for access to classified information under the PRP.</p>	
<p>The privilege at issue is seriously referred to as the priest-penitent, clergyman penitent, communications to clergymen, and clergy-communicant privilege. It is referred to as the "communications to clergy" privilege under Military Rule of Evidence (M.R.E.) 503. The privilege is generally recognized in most if not all of the fifty states and in the Federal courts. See <u>Trammel v. United States</u>, 445 U.S. 40, 51 (1980); <u>In Re Grand Jury Investigation</u>, 918 F.2d 374, 377, 381 (3rd Cir. 1990).</p>	
<p>In the military "criminal justice" setting, the evidentiary privilege is clearly defined and is absolute; there is no recognized overriding interest of justice that will justify circumvention or abrogation of the privilege. Stated differently, there is an absolute bar to compelling an individual to disclose qualifying communications to clergy during criminal investigations or trials. The Manual for Courts-Martial (M.C.M.) and M.R.E. 503 provide that "a person has a privilege to refuse to disclose and to prevent another from disclosing a confidential communication by the person to a clergyman or to a clergyman's assistant, <u>if</u> such communication is made either as a formal act of religion or as a matter of conscience." (emphasis added) The privilege thus belongs to the penitent who may also bar the clergy receiving the communication from disclosing the information. The rule further defines clergyman broadly as "a minister, priest, rabbi, chaplain, or other similar functionary of a religious organization, or an individual reasonably believed to be so by the person consulting the clergyman." There is, however, a limitation on the nature of communications with clergy that will be protected. For purposes of the rules of evidence,</p>	

Figure A10.3. Continued.

the communication will be treated as confidential only if "made to a clergyman in the clergyman's capacity as a spiritual advisor." M.R.E. 503(b)(2). Thus avoided is a rule that would have limited privileged communications to only those made in a confessional capacity to a priest.

The practice in Federal court concerning the communication to clergy privilege is similar to that in courts-martial. The rule in Federal criminal and civil trials is articulated generally in the Federal Rules of Evidence (F.R.E.), specifically Rule 501. Federal Rule of Evidence 501 recognizes those privileges developed under "the principles of common law as they may be interpreted by the courts of the United States in the light of reason and experience." Generally accepted under this language in the Federal system is the communications to clergy privilege. See Trammel v. United States *supra*; In Re Grand Jury Investigation *supra*.

The communications to clergy privilege is not specifically defined under F.R.E. 501 as it is in M.R.E. 503. In 1972, the Chief Justice of the Supreme court transmitted to Congress proposed *Rules of Evidence for the United States Courts and Magistrates* 56 F.R.D. 183 (1973). The rules had been formulated by the Judicial Conference Advisory Committee on Rules of Evidence and approved by the Judicial Conference of the United States as well as by the Supreme Court. Trammel at 47. The proposal defined nine specific testimonial privileges, including one that would have protected certain communications to clergy, and proposed that the privileges would be an exclusive list unless others were created by constitutional mandate, Act of Congress, or revision of the Rules. *Rules of Evidence for the United States Courts and Magistrates* Rules 501 -513, 56 F.R.D. at 230-961. However, Congress subsequently rejected this recommendation in favor of Rule 501's general provisions which allow the courts to establish and define the scope of accepted privileges. Trammel at 47.

As stated previously, even absent express statutory provisions for the communications to clergy privilege, the courts consider the privilege well established under the broad penumbra of F.R.E. 501. The courts comment that a communications to clergy privilege evidences a broadly recognized societal interest in providing an outlet to the troubled individual. The privilege "recognizes the human need to disclose to a spiritual counselor, in absolute confidence, what are believed to be flawed acts or thoughts and to receive priestly consolation and guidance in return." Trammel at 51. As one court held, "we further hold that this privilege protects communications to a member of the clergy, in his or her spiritual or professional capacity, by persons who seek spiritual counseling and who reasonably expect that their words will be kept in confidence." In Re Grand Jury Investigation at 377. Not surprisingly, the privilege appears to be "indelibly ensconced" in the American common law. United States v. Gifflock, 445 U.S. 360, 368 (1980). Nor has the privilege been limited to a narrow range of "confessional" communications or those communications within a particular faith. "Indeed, the prospect of restricting the privilege to Roman Catholic penitential communications raises serious first amendment concerns." In Re Grand Jury Investigation at 385; See Larson v. Valente, 456 U.S. 228, 245-46

Figure A10.3. Continued.

law "granting a denominational preference" is subject to strict scrutiny). It thus seems clear this privilege has not evolved without close examination. It reflects society's selection of confidentiality and the loss of potentially probative, relevant evidence over other interests of justice which are present in the trial setting.

Having established that the privilege is well recognized in the military courts-martial setting, in Federal criminal and civil practice, and in the various state courts, the issue remaining is the scope of the privilege in the non-criminal setting within the military. There is no per se rule of law requiring recognition of an absolute privilege of confidentiality in the non-criminal or non-judicial setting. This issue is not well settled by the courts; and the breadth of the privilege is not yet well-settled under Federal law. For example, one court phrased the issue as follows: "The precise scope of the privilege and its additional facets, such as whether a clergy person should be required to disclose confidential communications when harm to innocent parties is threatened and imminent, are, therefore, most suitably left to case-by-case evolution." In Re Grand Jury Investigation at 385. In light of the state of the law in this area, and in consideration of the unique environment posed by the military services, it falls to us to attempt to set out the parameters of this privilege in the administrative setting. For a variety of reasons, we believe the privilege must be as absolute in its non-criminal application as it is under the Military Rules of Evidence.

The National Conference on Ministry to the Armed Forces (comprised of the religious bodies that endorse clergy for military service) developed a Covenant and Code of Ethics for Chaplains of the Armed Services. The Code of Ethics constitutes a set of principles by which Chaplains are expected to conduct their ministry. One such provision reads, "I will hold in confidence any privileged communication received by me during the conduct of my ministry. I will not disclose confidential communications in private or in public." Left undefined in the Code are the definitions of "privileged" and "confidential," thus leaving open the possibility that communications of a certain nature may be excluded from the scope of this provision. The Code was subsequently republished in *The Leading Edge* the official Air Force publication of the Office of the Chief of the Chaplain Service, AFRP 52-1, January/February 1996. As such, it is the opinion of the Chaplain Service that the Code has been adopted as guidance for Air Force chaplains.

By way of analogy, those military members communicating with Air Force Judge Advocates, when doing so within proper attorney-client relationships, also possess a confidentiality privilege. However, the attorney-client privilege is not absolute. For example, an attorney may reveal confidential communications, without the consent of the client, to the extent the attorney "reasonably believes necessary . . . to prevent the client from committing a criminal act that the lawyer believes is likely to result in imminent death or substantial bodily harm, or substantial impairment of national security or the readiness or capability of a military unit, vessel, aircraft or weapons system." The Judge Advocate General Policy Letter Number 26, 6 Jan 96, Air Force Rules of Professional Conduct, Rule 1.6. A similar rule for Air Force chaplains would at first

Figure A10.3. Continued.

purposes of the privilege and would vitiate the accepted role of chaplains within the military.

First, to conclude otherwise may well place clergy from certain faith groups in a fundamentally untenable conflict between their obligations to their military office and their obligations to their faith's religious tenants. The privileged communications surrounding confession within the Catholic faith, for example, are considered absolutely confidential for the Catholic priesthood. Second, to allow limited disclosure, even under carefully circumscribed circumstances, deprives the potential penitent of that absolute trust in the communication's confidentiality necessary to encourage the underlying relationship with clergy. This undermines the core justification for the privilege -- to provide an outlet for one's conscience where no other exists within society -- and potentially interferes with an individual's practice of his religion. Third, we believe the Chaplains Service has a significant interest in a uniformly understood and accepted policy. We do not believe it would prove acceptable (except in the most extraordinary circumstances) to allow individual chaplains, based upon independent religious tenants, to determine the extent that they will maintain confidential communications. Such a practice could undermine the confidence all service personnel have in the Chaplain Service and the service members' expectation of confidential communications. Such a loss of confidence in the institution could hinder its ability to serve the organization through its service to individual members. We must remember that the Chaplain Service is comprised of clergy from a variety of denominations and faith groups, and military personnel may on occasion only be able to seek counsel from a chaplain not of their chosen religion. A loss of confidence by the service member in the willingness of certain denominations of chaplains to keep communications with clergy confidential will likely undermine confidence in all denominations and thus undermine the Chaplain Service as a whole. The Chaplain Service believes such a result would hinder its ability to serve the service members in need.

Stated succinctly, should military members lose the expectation of confidentiality in their communications to clergy, even if it is understood such loss of confidentiality extends only to lesser, administrative, non-criminal sanctions by authorities or to communications to chaplains of certain faith groups, the privilege becomes illusory. Few members will understand the distinction, and for those that do, the potentially negative consequences will still serve as more than sufficient deterrence to inhibit resort to religious counsel or confession. We do not believe the military services can accept the loss of what may be the sole remaining source of privileged spiritual and confessional counseling available to the individual service member.

As within society in general, we must choose between an absolute and qualified privilege in the non-evidentiary, extra-judicial setting. We have now determined it necessary to have an absolute privilege which fosters the formation of a relationship between clergy and the communicant that fosters the spiritual recourse many find vital.

Figure A10.3. Continued.

5

confidentiality of communications to Air Force clergy made to the clergyman in his capacity as a spiritual advisor should be absolutely privileged against officially compelled disclosure to the Air Force. The extent to which the confidential communications may be voluntarily compromised by a clergy must rest within the conscience of the individual chaplain, under the tenants of his particular religion, pursuant to guidance from the Chaplain's Service, and after a balancing of religious tenants against the instant harm or threat of harm resulting from not revealing the confidential communication. In rare circumstances, we can see chaplains of some faiths choosing to reveal communications evidencing an imminent threat of death or serious bodily injury or grave damage to the national security. However, by this opinion today, the Air Force adopts a policy by which it chooses to avoid any attempt to compel such disclosure.



HARLAN G. WILDER
Chief, General Law Division
Office of The Judge Advocate General

cc:
AF/HC

Attachment 11

RELIGIOUS PERSONNEL AND THE LAW OF ARMED CONFLICT

*Excerpted from CSI Resource Package,
Update on Changes in the USAF Chaplain Service Officer and Enlisted Career Fields, July 1994*

- Purpose of the Law of Armed Conflict
 - Diminish the effects of conflict
 - Protect persons from unnecessary suffering
 - Safeguard fundamental rights of civilians, prisoners, wounded and ill
 - Prevent degeneration of conflicts into savagery and brutality
 - Facilitate restoration of peace
- Religious Personnel
 - Two types of military religious personnel
 - Chaplains attached to the armed forces
 - Prisoners of war who are ministers of religion without having officiated as chaplains (shall be at liberty to minister freely to members of their community)
 - Does not include enlisted support personnel unless they are ministers of religion as described above
- Status prior to capture — “protected persons”
 - Must refrain from direct or indirect interference in military operations
 - Must be “respected and protected” (not knowingly attacked, fired upon, or unnecessarily prevented from discharging their proper functions)
 - Special identification card required DD Form 1934, Geneva Convention Identity Card for Medical and Religious Personnel Who Serve in or Accompany the Armed Forces
 - Armbands required (“...shall wear affixed to the left arm a water-resistant armlet bearing the distinctive emblem issued and stamped by the military authority”—red cross on a white background)
- Status after capture — “detained persons”
 - Not prisoners of war, but subject to camp discipline
 - “Shall be detained only in so far as...the spiritual needs and the number of prisoners require”
 - Authorized to visit POWs outside the main camp, with transportation provided
 - No work except for religious duties
 - Cannot command (10 United States Code 8581)
 - Adequate premises shall be provided where religious services can be held
 - To be returned to own forces or neutral territory when no longer needed

- The Code of Conduct and Chaplains
 - Is a moral code, not law
 - Many provisions reflect laws
 - Article 104, UCMJ—Aiding the enemy
 - Article 105, UCMJ—Misconduct as a prisoner
 - Duty to resist not applicable since not expected to resist
 - Duty to escape not applicable
 - Not a POW
 - Duty is to minister to wounded, sick and POWs

Attachment 12

CHAPLAIN SERVICE FORSIZE/BLA GUIDANCE

CHAPLAIN (U)

(U) REFERENCES:

AFPD 52-1, *Chaplain Service*

AFI 10-404, *Base Support Planning*

AFI 38-205, *Managing Wartime and Contingency Manpower*

AFI 52-101, *Chaplain Service Responsibilities and Procedures*

AFMAN 52-104 (Draft), *Chaplain Service Readiness Manual*

Air Force Manpower Standard 105A, Chaplain

The Base-Level Manpower Planning and Execution Guide, 8 Feb 94

War and Mobilization Plan (WMP), Vol 1, Annex X (Chaplain)

Host-Tenant Support Agreements and Memoranda of Understanding

Chapel Contingency Support Plan

FY 94 Base-Level Assessment

1. (U) SITUATION.

a. (U) Assumptions. (Refer to basic FORSIZE planning assumptions)

(1) (U) The Chaplain Service will deploy all of its personnel assigned to mobility positions IAW applicable OPlan Time-Phased Force Deployment Data (TPFDD); therefore, they should not be considered when forecasting available manpower resources.

(2) (U) Chaplain Service personnel deployed to support two major theater wars (MTW) will limit our ability to satisfy wartime CONUS sustaining requirements.

(3) (U) The term CONUS sustaining also applies to theater bases that are “not contingency bed-downs” or used as through ports.

(4) (U) Wartime installation dependent populations will remain the same as the peacetime dependent populations; however, support for ARC dependents will increase.

(5) (U) Commanders will implement expanded hour work weeks. Assume the normal workload (40 man-hours/person per week) will be extended to 6 days per week, 10 hours per day, 60 man-hours/person per week; 247 hours per month for military; and 243 hours per month for civilians. Wartime essential levels of service will increase commensurate with population increases and extended work weeks.

(6) (U) CONUS bases serving as reception, transient and processing centers will experience significant demands for increased chaplain services.

(7) (U) Due to deployment surges, levels of Chaplain services will be reduced to only those required for readiness mission accomplishment (refer to paragraph 3b) from mobilization (M-Day) through M-30; after which, availability of chaplain services may increase.

(8) (U) The departure of active duty Chaplain Service personnel and the arrival of backfill personnel will not coincide.

(9) (U) At CONUS and overseas hospitals, the number of casualty admissions from battle and non-battle injuries will increase significantly.

(10) (U) Support requirements from other base agencies (CE, Comm, IM, Transportation, etc.) will remain the same or increase.

(11) (U) Appropriated and Nonappropriated Fund activities will be straightlined.

(12) (U) Local contractors and vendors will expect timely payments for goods and services.

b. (U) Resource Availability. With the exception of civilian secretaries, available manpower will consist of active duty or ARC Chaplain Service Personnel, AFSCs 52RQ and 5R0X1.

c. (U) Planning Factors.

(1) (U) All Chaplain Service active duty UTCs identified by MAJCOM/FOA/DRUs in the WMP-3, Part 2, Availability Listing are considered wartime tasked and deployed.

(2) (U) The following are peacetime and wartime Chaplaincy support workload factors to consider when determining in-place manpower requirements:

(a) Peacetime and wartime base populations.

(b) Host Tenant/Interservice Support Agreements and Memoranda of Understanding.

(c) Active duty wing/base-level chaplain support requirements during deployment of personnel UTC packages, e.g., deployment processing unit coverage, briefings, etc..

(d) Active duty wing/base-level chaplain support requirements after deployment of personnel UTC packages, e.g., counseling, pastoral care, visitation etc..

(e) Chaplain support requirements during and after the Presidential Selected Reserve forces Call-up (PSRC), recall of Pretrained Individual Manpower (inactive reserves, retirees) (PIM), and partial/full mobilization of US military forces.

(f) AFRC and ANG chaplain support requirements should the AFRC and ANG wing be mobilized.

(g) AFRC and ANG chaplain support requirements should the Lead and Follow-on Core UTC packages deploy.

(h) AFRC and ANG chaplain support requirements after the Lead and Follow-on Core UTC Packages deploy.

(i) Command/base unique peacetime and wartime chaplain support requirements, e.g., Core Values, Non-combatant evacuation operations [NEO], funerals/grave-side services, CONUS Casualty Receiving Hospitals (CRHs), Veterans Affairs hospitals, AETC "Push-Pull" mobilization, etc.).

(j) Manpower required to support the National Disaster Medical System (NDMS)(integrated federal/state/local/private sector medical response system which may be activated for medical support during wartime contingencies).

(k) Manpower required to support forces staging in preparation for deployment, e.g., Army and Marine transient units waiting for airlift at CONUS aerial ports of embarkation throughput bases.

(l) Manpower required to support MAJCOM battle staffs and key management requirements.

(3) (U) The term partial operations does not limit Chaplain Service levels of service to abbreviated time-frames. Senior Chaplains should consider essential levels of service required for base agencies that have 24-hour operations.

(4) (U) Strategic missions are the highest priority for Chaplain Service Support— i.e., support for bomber launch support teams, missile operations, and secure facilities.

(5) (U) Use existing peacetime manpower tables to determine grade distribution for earned manpower.

(6) (U) CONUS backfill support for deploying personnel will be active duty or ARC Chaplain Service personnel.

2. (U) MISSION. To provide essential chaplaincy services to meet peacetime and wartime on-going mission requirements during a two MTW scenario. To meet these requirements, non-wartime essential core process levels of service will be reduced to a minimum or stopped. Essential Chaplain Service core processes will continue or be expanded, based on situation and Base Use Category (refer to paragraph 3b). Variations from this criteria must be supportable and within the general planning scenario outlined in the main body of this FORSIZE guidance.

3. (U) EXECUTION.

a. (U) Concept of Operations. FORSIZE results will identify total deployment and in-place wartime force requirements against chaplain service total force assets. The level of CONUS sustaining support at each installation will vary depending on the number of Chaplain Service personnel that deploy and CONUS strategic mission requirements. Essential levels of service are identified as six of the Chaplain Service peacetime core processes identified in Air Force Manpower Standard (AFMS)105A and are identified in para 3b, Tasks. Planning will also include possible requirements to support additional personnel over and above current base populations and must be coordinated with Medical, Family Services, Civil Engineering, Services, Personnel, and Base Operations. Gaining MAJCOMs ensure that adequate Chaplain Service Support is available to Air Force Reserve Command (AFRC) and ANG installations during wartime, if required.

b. (U) Tasks. Review in-place wartime support requirements and determine the manpower needed to perform the following AFMS 105A core processes: worship, liturgies, rites, religious observances; counseling and spiritual nurture; visitation; pastoral care; religious, ethical, & quality of life advisement; and information/financial program support. Also, ensure manpower requirements are identified to accommodate chaplaincy support for receiving mortuaries, national cemeteries, CONUS casualty receive-

ing and VA hospitals, the National Disaster Medical System (NDMS), PIM recall, AETC “Push-Pull” mobilization, transient forces awaiting airlift, NEO, and ARC dependents. Planning will also include support for tenant unit wartime mission requirements.

4. (U) ADMINISTRATION AND LOGISTICS. N/A

5. (U) COMMAND AND SIGNAL.

a. (U) Command Relationships. N/A

b. (U) C3 Systems. N/A

6. (U) DETERMINING IN-PLACE MANPOWER REQUIREMENTS:

a. (U) Special Instructions. When calculating manpower needs, consider population, approved peacetime variances, wartime specific variations, and chaplain support requirements during emergency, crisis, and wartime surge conditions. The Chaplain Service BLA Population and Variations Matrices indicate Chaplain Service manpower requirements figures to be used by MAJCOM/FOA/DRU chaplain planners to develop each of their respective base-level assessments. The Chaplain Service Base Level Assessment Application Chart should be completed by MAJCOM/FOA/DRU chaplain planners to determine base-by-base BLA applications. MAJCOM/FOA/DRU chaplain planners then forward these applications to each of their CONUS bases and/or theater bases not used as a wartime beddown or through port. Bases review their BLA application and feedback any required variations to the MAJCOM/FOA/DRU for validation. The Chaplain Service MAJCOM/FOA/DRU roll-up chart should be used by chaplain planners to consolidate their base-level assessments and to forward their results to Air Staff.

b. (U) Air Staff POC for this guidance is HQ USAF/HCP.

(U) Chaplain Service BLA Population Based Requirements Matrix

	Base Category A/B/C/D/E/F			Base Category G		
	Level of Essential Support Full			Level of Essential Support None		
Installation Military Population	52RQ	5R0X1	CIV	52RQ	5R0X1	CIV
Below 699	1	1	1	0	0	0
Below 700 +	2	1	1	0	0	0
2000 +	2	2	1	0	0	0
3300 +	3	2	1	0	0	0
4500 +	3	3	1	0	0	0
5800 +	4	3	1	0	0	0

7000 +	4	4	1	0	0	0
8300 +	5	4	1	0	0	0
9500 +	5	5	1	0	0	0
10,800 +	6	5	1	0	0	0
12,000 +	6	6	1	0	0	0
13,300 + See Note				0	0	0

Note: For bases exceeding 13,300 military personnel, use the following formula to determine personnel requirements: $Z = 1139 + [0.1962 \times (X - 2750)] / 246$; whereby “Z” = core Chaplain Service personnel required and “X” = military population.

(U) Chaplain Service Air National Guard BLA Population Based Requirements

	Base Category A/B/C/D/E/F			Base Category G		
	Level of Essential Support Full			Level of Essential Support None		
Population	52RQ	5R0X1	CIV	52RQ	5R0X1	CIV
Below 1000	3	3	1	0	0	0
Above	3	4	1	0	0	0

Notes:

1. This matrix is required for ANG chaplain functions since the populations of ANG units are normally under 1000.
2. Chaplain services to GSUs will be determined by their servicing military personnel flights

(U) Chaplain Service BLA Variations Matrix

Variation	52RQ	5R0X1
Receiving Mortuaries	2	2
National Cemeteries	1	0
CONUS Casualty Receiving Hospitals	1	1
NDMS and/or VA Hospitals	1	1
PIM Recall	1	1
“Push-Pull” Mobilization	1	1
NEO	1	0
Transient Forces Awaiting Airlift	1	0

Notes:

1. Justification supporting each variation (if applied) must be provided in the Base Level Assessment Application Chart

2. Required manpower is based on a minimum 62 hour work week.

(U) Chaplain Service Base Level Assessment Application Format

The following data items are required:

BASE NAME

BASE USE CATEGORY:

A.		B.		
FAC: 105A TITLE: Chaplain Service		(Population Based Requirements)		
		52RQ	5R0X1	CIV
Subtotal				
C. Base Applied Variations (if any) with Justification				
		52RQ	5R0X1	CIV
D. Total (Subtotal Above Plus Any Base Variations)				

(U) Chaplain Service MAJCOM/FOA/DRU BLA Roll-Up Format

Data to capture includes the following:

MAJCOM/FOA/DRU:				
FAC: 105A				
BASE	BASE USE CATEGORY	52RQ	5R0X1	CIV